

**Department of Communication**  
Departmental Assembly Minutes  
August 29, 2008

Attending: L. Aldoory, D. Cai, E. Fink, R. Gaines, J. Gowin, D. Hample, C. Harper, K. Kendall, S. Khamis, J. Klumpp, M. Liu, K. Maddux, X. Nan, N. Ofulue, S. Patel, T. Reimer, S. Simon, J. Tenney, M. Tonn, E. Toth, M. Turner, L. Waks, A. Wolvin.

- I. The agenda for the meeting and the minutes from the May Assembly meeting were approved by acclamation.
- II. Chair introduced faculty to the Departmental Assembly: Nneka Ofulue now as tenure-track assistant professor and Xiaoli Nan, a new tenure-track assistant professor.
- III. Chair Report: E. Toth reported that external review was at the dean's level and it was positive. The FAC this year will begin year-long strategic planning process; the previous strategic plan is on the web site. The LOA plan is in operation now, and there will be a report on undergraduate and graduate results every three years. Two searches for public relations faculty have begun, and the deadline for best consideration is October 1, 2008. Two certificate programs have been proposed in the department: one for cultural studies in media and one for communication management. A Grunig Lecture Series will begin in conjunction with PRSSA's 40<sup>th</sup> Anniversary, on October 30, 2008. Alumni and faculty invitations are being developed. Guest speaker will be Edelman.
- IV. Election of Faculty Advisory Committee: Explanation of who may vote explained. Ed Fink and Andrew Wolvin excused themselves from being elected to FAC. First vote went to Robert Gaines. Second vote after run-off between Deb Cai and Dale Hample went to Deb Cai. Third vote after run-off between Sahar Khamis and Kristy Maddux went to Sahar Khamis. Thus, FAC for 2008-2009 will be Gaines, Cai, and Khamis.

V. Reports:

Colloquium series has been set for the year. First one is Tim Barney whose research won NCA prize.

M. Tonn reported that the Manchester Hyatt where NCA will be held in November is being boycotted by several individuals because of the hotel owner's support for a ban against same-sex marriage. Discussion ensued as to whether the department party at NCA should remain at the hotel or be moved elsewhere. After discussion, R. Gaines made a motion for the department not to be restrained by this issue so that it can hold the department party anywhere. The motion was unanimously approved by Assembly members. J. Klumpp suggested that in the near future the department assess the priorities for the NCA party and include honoring alumni as well as recruiting new graduate students. K. Kendall asked for volunteers to help her organize the NCA party.

The dates are set for upcoming graduate student exams. Dates are on the website.

DEPARTMENTAL ASSEMBLY  
Minutes, 12 September 2008

A regular meeting of the Department of Communication Departmental Assembly was held at 10:00 AM, Friday, 12 September 2008, in Skinner Building, Room 2127. Members in attendance at the meeting were as follows: L. Aldoory, D. Cai, E. Fink, R. Gaines (secretary), D. Hample, S. Khamis, J. Klumpp, M. Liu, K. Maddux, , H. Mahoney (undergraduate representative), X. Nan, N. Ofulue, S. Parry-Giles, T. Parry-Giles, Ioana Cionea (substitute for S. Patel, graduate representative), T. Reimer, M. Tonn, E. Toth (chair), L. Waks.

1. Approval of Agenda (Action Item): Approved with one addition by unanimous vote (see Addition below).
2. Approval of Minutes of August 29, 2008 meeting (Attached) (Action Item)--Approved with no changes by unanimous vote.
3. Procedure for Selecting Assembly Secretary--From now on Assembly Secretary will be voluntary by semester. T. Parry-Giles has already served, fall 2007. R. Gaines will serve for fall 2008. Additional volunteers, through fall 2012 are as follows: K. Maddux, spring 2009; N. Ofulue, fall 2009; S. Khamis, spring 2010; S. Parry-Giles, fall 2010; D. Cai, spring 2011; L. Aldoory, fall 2011; D. Hample, spring 2012; J. Klumpp, fall 2012.
4. Reports
  - a. Committee Appointments (attached)--Revised
  - b. Vote on Slate for Salary Advisory Committee (Action)--Returned to FAC for new slate. The proposed slate was J. Klumpp, L. Aldoory, and T. Reimer; L. Aldoory declined nomination.
  - c. Report on University Teaching Evaluations Feedback (Aldoory)--A summary of comments by departmental faculty was provided by Professor Aldoory. These comments will be forwarded to ARHU.
  - d. Preparations for Strategic Plan Process (Gaines)--Appointment of the Strategic Plan Committee was conceived with reference to elements of the department: Administration, Undergraduate Studies, Graduate Studies, Intercultural Communication, Public Relations, Rhetoric and Political Culture, Social Influence and Persuasion, Center for Political Communication and Civic Leadership, and Center for Risk Communication Research. FAC will provide general guidelines and review drafts from department elements before forwarding the complete strategic plan to the Departmental Assembly for approval.
5. Old Business
6. New Business

a. Proposed Certificate in Communication Management (Action) Approved with amendments.

Motion to refer to Graduate Studies Committee for formal review. Defeated, 8 yes to 9 no.

Motion to add P to number of the courses in the certificate program. Approved unanimously.

Motion to require that the faculty members teaching a graduate course in the certificate program be members of the UMCP graduate faculty. Approved, 11 for, 3 against, 1abstention.

Motion to deputize Elizabeth Toth and James Klumpp to modify the certificate proposal in accordance with the intentions of the assembly as represented in discussion. Approved unanimously (see Appendix).

b. Proposed changes to APT annual review procedures (Action)

c. Charge to Undergraduate Committee (Addition): Consider the Limited Enrollment Standards of our undergraduate program.

7. Adjournment. The meeting was adjourned at approximately 11:56 A.M.

Respectfully submitted,  
Robert N. Gaines  
Secretary (office expires 23 December 2008)

Appendix to Minutes of the Departmental Assembly, 12 September 2008

Sept. 12, 2008

Assembly Actions Regarding the Certificate in Communication Management Proposal

1. Differentiate the 4 courses by creating new courses adding a P to the course number.

After checking with M. Bell, we learned that this is no longer possible. M. Bell will report on Monday, Sept. 15, the new course numbers that will permit us to differentiate between our 4 existing grad courses and the courses that will be used in the Certificate Program.

2. Change language in the Rationale to clarify that the Certificate Program is housed in the Department of Communication. (Eliminate language that discusses collaboration with SPP).

3. Add language clearly stating that students who complete these courses and not eligible to enter the Department of Communication Master's program unless they go through the Department of Communication application process and are accepted.

The Assembly agreed that by so changing the Course Titles, students in the Communication Master's program could not take these courses, nor could professionals completing the courses and officially accepted in the Communication master's program be able to use these courses toward the Communication master's program requirements.

By changing the course numbering, this keeps distinct these professional courses from the Department's academic program courses.

4. Language will be added to the proposal stating that only instructors approved as graduate faculty could teach in the Certificate program. People selected to teach in the program will have "status as graduate faculty."

5. In 4 course descriptions, ethics as a unit will be added to the course descriptions.

6. Under IV. Faculty and Organization, language will be added that will make specific that the Department of Communication controls the curriculum and the selection of teachers for the certificate program.

7. Steve Drake's title will be corrected to that of "Lecturer."

DEPARTMENT ASSEMBLY

Agenda

September 12, 2008

10 a.m. to Noon

Skinner 2127

1. Approval of Agenda (Action Item)
2. Approval of Minutes of August 29, 2008 meeting (Attached) (Action Item)
3. Procedure for Selecting Assembly Secretary
4. Reports
  - a. Committee Appointments (attached)
  - b. Vote on Slate for Salary Advisory Committee (Action)
  - c. Report on University Teaching Evaluations Feedback (Aldoory)
  - d. Preparations for Strategic Plan Process (Gaines)
5. Old Business
6. New Business
  - a. Proposed Certificate in Communication Management (Action)
  - b. Proposed changes to APT annual review procedures (Action)
7. Adjournment

Future Assembly Meetings: Oct. 3, Nov. 7, Dec. 5, Feb. 6, Mar. 6, April 3, May 1

**Department of Communication**  
Departmental Assembly Minutes  
August 29, 2008

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- VI. Old business: Leah Waks won Faculty Academic Advisor of the Year by the College. Sage Patel won the College's Graduate Student Service Award. Methods and Measures for Communication Cognition Research Conference was held on campus in July, 2008.
- VII. New business: J. Klumpp in role as Library Liaison reported that the department might be able to order additional journals based on the management of the library budget cuts. He also notified Assembly members that Alan Mattledge has taken on a new role as Interim Director of the Art and Architecture Library; this will keep him busy and, thus, we need to be patient as he tends to our orientation and class needs. Finally, J. Klumpp informed Assembly members that the reserve system on line will begin using ELMS system so that our regular userid and password would be the only items we will need to access the library web system from off campus.

Sahar Khamis will be coordinating the department's social fund. She reminded Assembly members about donating to the social fund, and she will be distributing a memo next week.

E. Toth requested everyone to complete the information sheet and turn it in to Lillie. She also stated that all bi-weekly PHR reports are being completed by faculty.

College Convocation will be on September 9, at 3:30 pm at the Performing Arts Center. Department Winter Commencement will be Sunday, December 21 at 4 pm.

- VIII. Fall, 2008, Assembly Dates: Sept. 12 at 10 am; Oct. 3; Nov. 7; Dec. 5; Feb. 6; Mar. 6; Apr. 3; May 1
- IX. The meeting was adjourned at 3 p.m.

Submitted by L. Aldoory

COMM Committee Assignments for 2008-9 Academic Year  
(September 12, 2008, as revised)

Administrative Committee

Toth  
S. Parry-Giles  
Waks

Faculty Advisory Committee

Cai, Chair  
Gaines  
Khamis  
Toth, Ex Officio

Salary Advisory Committee Proposed for Assembly Vote

Klumpp  
Aldoory  
Reimer

Strategic Plan Committee

Toth, Chair  
Toth, Administration  
Waks, Undergraduate Studies  
S. Parry-Giles, Graduate Studies  
S. Parry-Giles, Center for Political Communication and Civic Leadership  
Turner, Center for Risk Communication Research  
Liu, Intercultural Communication  
Fink, Persuasion and Social Influence  
Aldoory, Public Relations  
T. Parry-Giles, Rhetoric and Political Culture  
Cai, Faculty Advisory Committee  
Gaines, Faculty Advisory Committee  
Khamis, Faculty Advisory Committee



APT Committee

Aldoory  
Cai  
Fink  
Gaines  
Hample  
Klumpp  
S. Parry-Giles  
T. Parry-Giles  
Tonn  
Toth  
Turner  
Wolvin

Senior APT Committee

Fink  
Gaines  
Klumpp  
S. Parry-Giles  
Toth, Chair  
Wolvin

Graduate Program Committee

S. Parry-Giles, Chair  
Aldoory  
Liu  
Hample  
K. Place, Graduate Student

Undergraduate Program Committee

Waks, Chair  
Bell (Ex Officio)  
Gowin (Ex Officio)  
Harper (Ex Officio)  
Maddux  
Fink  
Nan

Social Fund – Khamis

COMM 478 – Ofulue

PRSSA – R. Toth

Public Relations Search

Aldoory, Chair  
Khamis  
T. Parry-Giles  
R. Toth  
K. Place, Graduate Student

Grade Appeals Committee

Wolvin  
Tonn  
Hample

Web Committee

T. Parry-Giles  
Gowin  
Bell

Library Liaison – Klumpp

Media Center – Wolvin

Center for Political Communication and Civic Leadership – S. Parry-Giles

Center for Risk Communication Research – M. Turner

Honors Coordinator – Waks

Internship Coordinator – Gowin

Communication Research Center -- Turner

Institutional Review Board Coordinator -- Hample

Colloquia – Turner, S. Parry-Giles

University Senator – M. Turner

Course Supervisors

COMM107 - Wolvin  
COMM125 - Turner  
COMM200 - Gaines  
COMM220 - Waks  
COMM230 - Klumpp  
COMM231 – E. Toth  
COMM 323 – E. Toth  
COMM250 – ~~R. Gaines~~ (revision)  
COMM324 - ~~M. B. Tonn~~ (revision)  
COMM330 - Klumpp  
COMM350 - E. Toth  
COMM351 - E. Toth  
COMM352 - E. Toth  
COMM360 - ~~T. Parry Giles~~ (revision)

Evaluation Committee

Klumpp  
Tonn  
Khamis

Senator  
Monique

Representative to Collegiate Council  
Aldoory

**DRAFT ONLY (September 2, 2008)**

**PROPOSAL FOR  
A NEW CERTIFICATE IN COMMUNICATION MANAGEMENT  
SUBMITTED BY**

***A UNIVERSITY SYSTEM OF MARYLAND INSTITUTION IN ACCORD  
WITH SECTION 11-206.1 OF THE ANNOTATED CODE OF MARYLAND***

**UNIVERSITY OF MARYLAND  
SCHOOL OF PUBLIC POLICY**

**Submitted (Date)**

**CERTIFICATE IN COMMUNICATION MANAGEMENT**

*Department in Which Program Will be Located:*

SCHOOL OF PUBLIC POLICY

*Award to Be Offered:*

Graduate Certificate in Communication Management

*Department Contact:*

William L. Powers

*Proposed Initiation Date:*

Spring 2009

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College PCC Chair

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Date

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Steve Fetter, Dean

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Date

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C.D. Mote Jr., President, UMCP

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Date

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Date Endorsed/Approved by the Board of Regents

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Date Received by Secretary of Higher Education

## **I. OVERVIEW and RATIONALE**

The University of Maryland School of Public Policy (SPP), in collaboration with the Department of Communication at the University of Maryland, proposes to create a 12 credit graduate certificate program in Communication Management to address the lack of available education for public relations/communication professionals who wish to advance in their careers. This new Certificate Program will be targeted towards students with five or more years of professional communication experience who are changing or seeking to advance to communication and public relations positions that will require strategic communication management skills.

The typical career path for public relations/communication professionals is to develop their communication skills in undergraduate majors such as public relations, journalism, English and other humanities and social science fields. Rarely, do people entering the public relations and communication field study the theory and principles that provide the broad strategic perspective of how the communication function works within organizational structures and contributes to organizational effectiveness. A master's degree is not a point of entry into public relations employment. Instead, the communication industry prefers to hire excellent writers, speakers, and problem-solvers, with practical internship experience.

However, the public relations industry is made up of a two-tier career ladder, with most professionals starting as technicians who create and distribute messages advocating on behalf of their organizations and clients and then advancing to the management of communication, a role that requires the ability to provide counsel to senior management; do communication goal setting and evaluation; and have knowledge of how organizations operate. Communication managers know public relations theory, strategic planning, finance, negotiation, and human resource management. It is at the point of advancement that public relations and communication professionals are stymied by a lack of knowledge and preparation. Either they are very fortunate to be mentored or groomed by individual organizations for advancement or they are passed over by hires from other organizational functions such as marketing, legal, or human resources. In the communication industry, this reality is called "encroachment".

This four-course certificate provides the communication professional with a broader understanding of the knowledge base in public relations and communication management, so as to be prepared to advance into the communication managerial positions of organizations. It is both a separate credential and a pathway into the Executive Master's in Public Management Program (EMPMP). Communication professionals admitted to the certificate program will also be eligible to continue on to achieve the Executive Master's in Public Management. Public policy managers who are participating in the EMPMP may also choose any or all of the four communication courses as electives to further their understanding of communication management.

The SPP in conjunction with the Department of Communication is uniquely positioned to provide this certificate. There are courses in its EMPMP program that provide the managerial knowledge base for public policy managers as well as communication program managers. Both

require knowledge of finance, metrics, evaluation, negotiation and conflict resolution, and leadership. The communication professional who chooses to continue on in the EMPMP program achieves a more comprehensive course of study for managerial positions in public relations/communication and a master's degree credential.

## **II. CURRICULUM**

SPP and the Department of Communication have worked out a four course curriculum that it believes will provide both the requisite and knowledge base for strategic public relations and communication management careers positions.

### **COMM 630: Seminar in Public Relations Management**

This course focuses on the strategies of public relations as a management function in organizations and how these strategies advance building successful relationships between organizations and their constituent groups. Covers the **relationship of public relations management to organizational structure and specialized communication functions; building organization-public relationships. Objectives, planning, staffing, and evaluation of public relations programs.**

(Syllabus attached)

### **COMM 631: Seminar in Public Relations Publics**

Analysis of public relations programs aimed at organizational publics. Media, issue-related, community, employee, governmental, consumer, financial, and student/educator publics. Theories of the nature of publics, communication behavior of publics, and effects of public relations programs aimed at different publics.

(Syllabus attached)

### **COMM 633: Global Public Relations**

Application of principles of public relations to countries or regions with different cultures, political systems, economic systems, levels of development, media systems, and levels of activism. Considers cases of multinationals, such as government, corporate and NGOs, communication programs and functions.

(Syllabus attached)

### **COMM 739C: Cases in Public Relations Management and Publics**

This course focuses on case studies of actual programs, campaigns, and events, in order to examine how organizations and their publics build and maintain relationships with one another. The cases derive from government, corporate and nonprofits and communication management specializations, such as: media relations; internal

relations; marketing communication; community relations; public affairs; consumer relations; health; risk, and crisis.

(Syllabus attached)

### **III. STUDENT LEARNING OUTCOMES AND ASSESSMENT**

The three primary learning objectives of the certificate will be:

1. A fundamental understanding of the key theories and principles of communication management
2. A fundamental understanding of the key theories and principles of the organization-public relationship
3. A fundamental understanding of global public relations principles and practices
4. The ability to successfully apply theories and principles to strategic management counseling and problem-solving roles.

The degree to which these learning objectives have been achieved will be assessed by a review of the project reports submitted at the end of the COMM 739C. Rubrics will be developed for each of the four learning objectives. Using a 1-5 scale, where 1 means little understanding, 3 means a satisfactory understanding, and 5 means a stellar understanding, faculty independent of the instructors of the course will be asked to use the rubrics to assess how well each project reflects the achievement of the three learning objectives. Our goal will be that, for each learning objective, 90 percent of the projects reflect at least a satisfactory mastery of the objective. After each assessment, the faculty of the four courses will convene with the certificate director to determine how to modify the courses to increase the percentage of students who are satisfactorily achieving each objective.

### **IV. FACULTY AND ORGANIZATION**

#### ***(1) Oversight***

The certificate program will be overseen by both the Dean and Executive Dean of the SPP. They will be advised by a panel consisting of (a) the chair of the Department of Communication; (b) the director of the School's Management, Finance, and Leadership specialization, and (c) a representative of the Department of Communication's public relations faculty.

#### ***(2) Faculty***

Faculty likely to teach courses in the certificate program include:

Elizabeth L. Toth, Ph.D., Professor and Chair, Department of Communication  
Linda Aldoory, Ph.D., Associate Professor, Department of Communication  
Steven Drake, MA, Adjunct Professor, Department of Communication

Kathy Fitzpatrick, Professor, Quinnipiac University

## **V. OFF CAMPUS PROGRAMS**

The certificate program will initially be offered off-campus at the Executive Master's in Public Policy Washington D.C. classroom location (Reagan Building). Reflecting the immediate, real-time, nature of its work, the communication/public relations field makes relatively little use of physical library resources, but makes extensive use of electronic resources. All students will have access to the university's electronic library and its holdings, inter-library loan and campus borrowing privileges. Accounts for email and library access will be provided by the University. Any documents or other materials required by the program that are not readily available to individual students through university and public sources will be directly provided by the certificate program as part of the enhanced services made possible by the non-standard tuition charge.

## **VI. OTHER ISSUES**

The primary cooperating units will be the SPP and the Department of Communication both on campus.

We are not aware of any organization that accredits graduate certificate programs such as this one, and thus will not be seeking accreditation for it. Nor do we intend for the program to meet any outside organization's certification or licensure requirements.

## **VII. COMMITMENT TO DIVERSITY**

Both the SPP and the Department of Communication are eager for the proposed program to attract a highly diverse student body. Given the lack of diversity in the communication industry, special recruitment efforts are likely to be needed to attract a diverse student body through outreach to the Public Relations Society of America National Capitol Chapter (over 1000 members), the Black Public Relations Society, and the Hispanic Public Relations Society. The School of Public Policy will carefully monitor its certificate classes and reach out as necessary to ensure that the classes are as diverse as possible.

## **VIII. REQUIRED PHYSICAL RESOURCES**

No unique library or other information resources will be required for this certificate program. The School of Public Policy will provide classroom space in downtown Washington, DC. The program will not impact the use of existing facilities on the College Park campus.

## **IX. RESOURCE NEEDS AND SOURCES**

The two tables below briefly describe the sources and uses of funds for the proposed certificate program. The Office of Executive Programs within the School of Public Policy will assist the Department of Communication in administering the program, and with marketing and outreach in order to secure the student tuition needed to support the program.



Students in the cohort are likely to be a mix of resident and non-resident. It is proposed that tuition be charged in accordance with the University's current tuition policies.. We assume the University of Maryland will receive 7.5% of gross revenue initially but this term will change in light of whatever new tuition sharing policies are developed by the campus. All other tuition earned from students pursuing the certificate program will be available to SPP to cover its costs in providing this program.

## Proposed Revision of COMM APT Policy

- II. *Faculty Mentor.* Upon initial appointment of a non-tenured faculty member to a tenure-track position, the Department Chair shall approach a qualified member of the tenured faculty with a request to serve as a temporary mentor for the new faculty member. With the agreement of the mentor to serve, the Department Chair shall notify the new faculty member and the mentor of the appointment. No later than the end of the first academic year, the untenured faculty member shall meet with the Department Chair for purposes of discussing appointment of mentor of the faculty member's choice. Upon obtaining the agreement of the mentor to serve, the Department Chair shall notify the faculty member and the mentor of the appointment. Subsequently, each annual assessment shall include a discussion of the choice of mentor for the following academic year. The department recommends that an untenured faculty member have at least two faculty members serve as a mentor during the probationary period. Mentors for assistant professors shall have achieved associate professor rank with tenure. Mentors for associate professor appointees shall have achieved professor rank with tenure. Mentors should encourage, support, and assist, and be available for consultation on matters of professional development (teaching, research and service). Mentors also need to be frank and honest about the progress toward fulfilling the criteria for tenure and/or promotion, but must not purport to speak for the APT Committee. Assessments or comments by mentors are purely advisory to the faculty member and do not guarantee nor indicate a corresponding tenure and/or promotion decision. The department views mentors as resources for the faculty members and mentors are not obligated to advocate for the faculty member in the review process.<sup>7</sup>

**The Department Chair shall provide for the mentoring of each assistant professor and of each untenured associate professor by one or more members of the senior faculty other than the Department Chair. Mentors should encourage, support, and assist these faculty members and be available for consultation on matters of professional development. With specific reference to teaching and advisement; research, scholarship, and creative activity; and service, mentors should advise tenure-track faculty of the prevailing standards of quality and of the most effective ways to demonstrate that they meet the standards. Mentors need to be frank and honest about the progress of the faculty member toward fulfilling the criteria for tenure and/or promotion. Comments by mentors are purely advisory to faculty members, do not represent the views of the APT Committee, and do not assure a favorable tenure and/or promotion decision.**

### III. ~~Stages of Assessments and Reviews~~

- A. *Initial Appointment.* All appointments to tenure-track positions in the department must be referred to the APT committee for approval (or to an Emergency Committee under the conditions described in Section I.C. above). All initial appointments at the rank of full professor must also receive the approval of the Senior APT Committee. The appropriate Committee may request that the Department Chair supervise the collection of material required to conduct their deliberations.<sup>8</sup>
- B. *Annual Informal Assessments.* ~~Each year prior to tenure review the Department Chair shall provide each untenured faculty member on a tenure track line appointment a written assessment of his/her progress toward tenure. The Departmental Chair's assessment shall be based in part upon consultation with the APT Committee. The purposes of these reviews are to assess the faculty member's progress toward tenure and/or promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider the tenure and/or promotion of that assessment, and to advise the faculty member and the Department Chair of steps that should be taken to improve prospects for promotion.~~<sup>9</sup>

**Following appropriate consultation with APT committee, the Department Chair shall**

**independently provide each assistant professor and each untenured associate professor annually with an informal assessment of his or her progress. With specific reference to teaching and advisement; research, scholarship, and creative activity; and service, the Department Chair should advise tenure-track faculty of the prevailing standards of quality and of the most effective ways to demonstrate that they meet the standards. Informal assessments by the Department Chair are purely advisory to the faculty member and do not assure a favorable tenure and/or promotion decision. These Informal assessments shall be based in large part on a file constructed for purposes of the assessment by the faculty member to be assessed. The file may contain any material that the faculty member believes pertinent to the assessment, but it must contain at least the following: the faculty member's *curriculum vitae*, copies of all published research, copies of course syllabi representative of the faculty member's teaching assignments in the department, and summary reports of teaching evaluations for each undergraduate and graduate course taught during the period assessed. At the discretion of the Department Chair, one or more faculty members may be asked to provide a written report of the teaching of the faculty member based in part on one or more classroom visits. These visits shall be at times deemed convenient by the faculty member being assessed. The faculty member being assessed may, at his/her discretion, provide in advance of each classroom visit whatever material ~~she~~ **he or she** deems useful to the reporters' ability to understand the class visited. The faculty member being assessed shall be given a copy of the ~~final report~~ **annual informal assessment** and shall have the right to respond in writing. Any such response shall be ~~given~~ **submitted** to the Department Chair within one week of the **faculty member's** receipt of the **assessment report**. **The Department Chair shall report to the APT Committee the contents of each annual informal assessment in a timely fashion. The APT Committee shall have the right to respond in writing to any annual informal assessment. Any such response shall be submitted to the Department Chair within two weeks of the APT Committee's receipt of the Department Chair's report of that assessment.** ~~The~~ **Each annual informal assessment document** shall be included in the faculty member's personnel file with any material attached as requested by the faculty member or the APT Committee. Annual assessments are separate from the tenure review process, but shall become a part of the information collected for the tenure review.**

**C. *Formal Intermediate Reviews***

- 1. *Assistant Professors.* The APT Committee shall perform a formal intermediate review of the progress towards meeting the criteria for tenure and promotion in the third year of an assistant professor's appointment. The purposes of these intermediate reviews are to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider him or her for promotion of that assessment, and to advise the candidate and Department Chair of steps that should be taken to improve prospects for promotion. These intermediate reviews shall be structured exactly like reviews for tenure and/or promotion (as described in this document), with the exception that intermediate reviews will not involve external evaluations of the faculty member.**
- 2. *Tenured Associate Professors.* The APT Committee shall perform a formal intermediate review of the progress towards meeting the criteria for promotion to the rank of professor in the fifth year of a tenured associate professor's appointment and every five years thereafter. An associate professor may request an intermediate review earlier than the five years specified. The purposes of these intermediate reviews are to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider him or her for promotion of that assessment, and to advise the candidate and Department Chair administrator of steps that should be taken to improve prospects for promotion. These intermediate reviews shall be structured exactly like reviews for tenure and/or promotion (as described in this document), with the exception that**

**intermediate reviews will not involve external evaluations of the faculty member.**

1. ~~———— In the first, second, fourth and fifth year of appointment the assessment shall be prepared by the Department Chair and presented to the APT Committee for review and disposition. In the third year of appointment the Department Chair shall request that a subcommittee of the APT Committee prepare a report on the faculty member's teaching, research and service, and this report shall be given to~~

2. ~~———— These assessments shall be based in large part on a file constructed for purposes of the assessment by the faculty member to be assessed. The file may contain any material that the faculty member believes pertinent to the assessment, but it must contain at least the following: the faculty member's *curriculum vitae*, copies of all published research, copies of course syllabi representative of the faculty member's teaching assignments in the department, and summary reports of teaching evaluations for each undergraduate and graduate course taught during the period assessed. At the discretion of the Department Chair, one or more faculty members may be asked to provide a written report of the teaching of the faculty member based in part on one or more classroom visits. These visits shall be at times deemed convenient by the faculty member being assessed. The faculty member being assessed may, at his/her discretion, provide in advance of each classroom visit whatever material s/he deems useful to the reporters' ability to understand the class visited. The faculty member being assessed shall be given a copy of the final report and shall have the right to respond in writing. Any such response shall be given to the Department Chair within one week of the receipt of the report.~~

3. ~~———— The informal assessment shall address the faculty member's research, teaching, and service. The criteria for these assessments shall be the same as specified in Section V of this document.~~

4. ~~———— So that errors of fact and perception may be minimized in the informal assessment, a draft of the assessment document shall be shown to the faculty member and serve as the basis of a consultation between the faculty member and the Department Chair. Following this consultation, the assessment will be presented in final form to the APT Committee for authorization. The informal assessment will be considered authorized by the APT Committee upon its approval of a majority of members present and voting at an APT Committee meeting. If the APT Committee does not, by majority vote, endorse the Department Chair's informal assessment, the faculty member being assessed shall be so informed, and the APT Committee shall provide the faculty member with its own assessment within thirty days of the vote on the Department Chair's assessment. If the report is endorsed, any member of the APT Committee who has not voted to endorse it may file a minority opinion regarding any part of the assessment that the member finds objectionable. Such a minority opinion shall be attached to the informal assessment as an appendix. The content of minority opinions shall be understood to represent only the views of their signatories.~~

5. ~~———— After receiving the APT Committee's authorization, the Department Chair shall meet with the candidate to discuss the assessment document. The annual assessment document shall be included in the faculty member's personnel file with any material attached as requested by the faculty member or the APT Committee. Annual assessments are separate from the tenure review process, but shall become a part of the information collected for the tenure review. The APT Committee shall conduct a review of materials prepared by the faculty member under review. If the candidate is under review in a notification year, the report shall include a recommendation on reappointment.~~

6. ~~———— In the fifth year of a tenured associate professor's appointment and every five~~

~~years thereafter, the Senior APT Committee shall perform a formal intermediate review of the progress toward meeting the criteria for promotion to the rank of professor. A faculty member may request such a review earlier than the five year interval.” The review shall be conducted according to the procedures defined in the department’s “Policy on Periodic Review of Faculty.”~~

- D. C.** *Tenure Review.* Tenure reviews are governed by the APT documents of the System, the Campus, the College, and the Department.
- E. D.** *Promotion Reviews.* Promotion reviews are governed by the APT documents of the System, the Campus, the College, and the Department.

DEPARTMENT ASSEMBLY  
Minutes, 3 October 2008

A regular meeting of the Department of Communication Departmental Assembly was held at 10:00 AM, Friday, 3 October 2008, in Skinner Building, Room 2127. Members in attendance at the meeting were as follows: L. Aldoory, D. Cai, E. Fink, R. Gaines (secretary), D. Hample, C. Harper, S. Khamis, J. Klumpp, M. Liu, K. Maddux, H. Mahoney (undergraduate representative), X. Nan, N. Ofulue, S. Parry-Giles, T. Parry-Giles, S. Patel (graduate representative), T. Reimer, M. Tonn, E. Toth (chair), L. Waks, A. Wolvin.

1. Approval of Agenda (Action Item)--Approved unanimously
2. Approval of Minutes of Sept.12, 2008 meeting (Attached) (Action Item)--Approved unanimously
3. Reports
  - a. Revised Committee List for 2008-9
  - b. Vote on Salary Advisory Committee slate (Action Item)--J. Klumpp, D. Hample, M. Liu elected by 15 yes votes to FAC recommended slate.
4. Old Business
  - a. APT proposed changes to procedures (Attachment) (Action Item)-Approved unanimously with one amendment (entered into attachment).  
Motion to add at III. C. 1: The Department Chair shall consider this formal intermediate review in determining contract renewal. Approved--Yes 16, No 1, Abstentions 0.
  - b. Strategic planning process (Information): SPC met last Friday. Collation of previous COMM, ARHU, UMCP strategic plans will precede drafting. A plan will come to the department in spring.
  - c. Update on certificate proposal (Information): E. Toth discussed changes to proposal; it was approved by COMM Graduate Committee and ARHU PCC.
5. New Business
  - a. University budget cuts: Dean has approved search for one excellent faculty member in Public Relations. This is the second year of 1.3% +1.3% departmental budget cuts at the beginning of the year. There may be an additional budget cut of 1.3% in January. There is anticipation of a 3%-5% budget cut next year.
6. Adjournment: The meeting was adjourned at approximately 11:10 A.M.

Respectfully submitted,  
Robert N. Gaines  
Secretary (office expires 23 December 2008)

DEPARTMENT ASSEMBLY  
Minutes, 7 November 2008

A regular meeting of the Department of Communication Departmental Assembly was held at 10:00 AM, Friday, 7 November 2008, in Skinner Building, Room 2127. Members in attendance at the meeting were as follows: L. Aldoory, D. Cai, E. Fink, R. Gaines (secretary), D. Hample, C. Harper, S. Khamis, J. Klumpp, K. Maddux, H. Mahoney (undergraduate representative), X. Nan, N. Ofulue, S. Parry-Giles, T. Parry-Giles, S. Patel (graduate representative), T. Reimer, M. Tonn, E. Toth (chair).

1. Approval of Agenda (Action Item): Approved unanimously as amended. Amendment permitted consideration of motion from Graduate Studies Committee to revise Standards for Satisfactory Progress and Good Standing Toward the Graduate Degree (see Appendix A)

2. Approval of Minutes of Oct. 3, 2008 meeting (Attached) (Action Item): Approved unanimously.

3. Reports

a. Graduate Program Committee

1) Graduate School Report due Dec. 12 (Information) (see Appendix B)

2) Revision of Standards for Satisfactory Progress (Attached) (Action Item)

Motion 1 (from GSC): Add "second" in Advancing to Candidacy benchmark--  
"Advancing to Candidacy by second semester following completion of  
Comprehensive Examination." Approved unanimously.

Motion 2 (from floor of DA): Change incompletes benchmark to the following--  
"Submitting all work specified within an incomplete contract by end of the  
semester following the awarded incomplete unless otherwise specified in the  
incomplete contract." Approved unanimously.

4. Old Business

a. Strategic planning process (Information)

b. Update on certificate proposal (Information). The certificate has been approved in ARHU, in now goes to the Provost.

c. PR tenure-track search update (Information)

d. Budget Picture (Information)

5. New Business

a. LEP revisions/Statistics course proposal. A proposal that addresses COMM LEP provisions and possible COMM statistics offerings has been forwarded to the Dean of Undergraduate Studies.

6. Adjournment--The meeting was adjourned at approximately 11:55 a.m.

Respectfully submitted,

Robert N. Gaines

Secretary (office expires 23 December 2008)

Appendix A  
Action Item – Departmental Assembly  
Graduate Committee  
November 7, 2008

Motion:

The Graduate Committee moves that the word "second" be inserted into the benchmark for advancing to candidacy to allow graduate students to have two full semesters after their comprehensive exams to advance to candidacy.

Rationale:

Graduate students often take two semesters to complete the prospectus after finishing their comprehensive exams. The annual evaluation of graduate students commences this year. The Graduate School expects that such benchmarks will be enforced. We do not want graduate students to be judged unfairly as making unsatisfactory progress if they do take two semesters to complete their prospectus especially given the amount of work and revision that faculty expect to finalize the prospectus.

**Benchmarks of Satisfactory Progress Toward Degree**

- Listing of benchmarks and time table for satisfactory progress to degree:
- Maintaining minimum of 3.0 GPA.
- Filing approved Plan of Study by semester of 12th credit (second semester for full-time students).
- Completing incompletes by end of semester following awarded incomplete.
- Passing Comprehensive Examination by second semester following completion of coursework in approved Plan of Study.
- Advancing to Candidacy by **second** semester following completion of Comprehensive Examination.
- Passing Dissertation Examination within four years following Advancing to Candidacy and nine years following matriculation.
- No judgment of breaching ethical principles of scholarship (e.g., violations of academic integrity and/or intellectual property rights or non-compliance of protocols for protection of human subjects.)
- See [Ph.D. Handbook](#) for Procedures for Good Standing/Satisfactory Progress Review.



Appendix B  
Strategic Plan – Graduate School  
Working Document—Ph.D. Students  
DRAFT  
Fall 2008

**Part I:** (Due date for ARHU is December 12, 2008; due date for the Graduate School is December 31, 2008)

Two kinds of information requested: quantitative (reported on a spreadsheet) and qualitative (narrative description); forms are provided for some of the data and the qualitative data should be presented in a narrative not to exceed 5 pages. Bullet points can be used in the narrative for ease of reference.

1. ***Peer Institutions*** (Graduate School's charge: "Programs will be asked to provide comparative data from outstanding programs at peer institutions, normally our designated peers: UC Berkeley, UCLA, U Michigan, U Illinois at Urbana-Champaign, UNC at Chapel Hill.")

Rationale for the Following Selections: The expectation from the Provost and the Graduate School is that we would use the university's aspirational peer institutions when collecting the comparison data. Given that not all of our aspirational peers have Communication programs, we opted to collect data from some equally strong universities that likewise have Communication programs as well as some of the university's aspirational peers. We are not suggesting that we should as a department or graduate program model these departments in terms of their curricular content. For our departmental strategic plan, individual areas may opt to use different peers institutions. As we developed our quality indicators, we sought to solicit comparative data from some of the strongest universities in the country.

- Purdue University
  - University of Illinois
  - University of North Carolina
  - University of Southern California
  - University of Texas
- 
- Optional: Northwestern University (opted not to use NU because their website offered limited information)

*Comparison Data* (acquired from departmental websites):

<b>Peer Institutions</b>	<b>Years of Funding</b>	<b>Expected Time to Completion</b>	<b>Number of Graduate Students</b>	<b>Number of Tenure-Track Faculty</b>	<b>Areas of Study</b>
Purdue University	4 years with an option for 5 years if making satisfactory progress toward degree	4 to 5 years	106	30	Health, Interpersonal, Media/Technology/Society, Organizational, Public Relations, Rhetorical Studies
University of Illinois at Urbana-Champaign	5 years maximum if entering with an MA; 6 years for combined MA/PhD	Most complete the degree in 4 years.	60	30	No Fixed Tracks but specializations tend to be in health, interpersonal, organizational, mass media, rhetoric, and identity discourse
University of North Carolina at Chapel Hill	Not all students are funded; some funding decisions made on a semester by semester basis	Students are expected to earn the degree in 4 years.	50	25	Communication/Cultural Studies, Interpersonal/Organizational, Media Studies, Performance Studies, Rhetoric and Cultural Theory
University of Southern California (USC)	Doctoral students receive 5 years of support, contingent on acceptable progress toward the degree.	Doctoral students are encouraged to achieve degree within 5 years of enrollment, the period for which funding is guaranteed.	79	43	<u>Ph.D. Program:</u> Information/Society, Interpersonal/Health, Media/Culture, Organizational, Rhetoric/Political (Offers 8 areas of specialization at the MA level including Strategic Public Relations degrees)
University of Texas at Austin	For a combined MA/PhD students given a maximum of 5 years of funding (funding is competitively selected)	Expected to complete degree in 4 years after an MA in related area is completed.	223 (Communication Studies and Advertising/PR)	36	Interpersonal, Organization, Rhetoric/Language, Advertising, Public Relations

2. ***Quality Indicators*** (What makes our program good) Identify our ideal indicators; define those indicators; offer data as to our current/past efforts in terms of these indicators (identify, define, measure); compare to peer institutions where possible. The reporting period suggested by the Graduate School is 2006-2008.

**A. Graduate Student Placement:**

Goal: The Department seeks to place its Ph.D. students in four year institutions (Tenure Track Positions) and/or in federal agencies and prominent public service positions:

- Top 10 doctoral granting programs in Communication—Carnegie Doctoral/Research Universities;
- State flagship institutions in Carnegie Doctoral/Research Universities;
- Terminal MA programs;
- Selective liberal arts colleges;
- Federal agencies or prominent public service positions.

Measurement: 80% of Ph.D. graduates will be employed in tenure-track positions in 4 year institutions upon completion of the Ph.D.

*Current Data on Placement (2006-2008):*

- 76% of the department's graduate students were employed in tenure-track positions in 4 year institutions upon graduation.
- 18% of the department's graduate students were employed as lecturers upon graduation.
- 6% of the department's graduate students were employed as a university administrator (business officer).

12% are employed in top 10 programs in Communication (2004 NCA Reputational Study of the Doctoral Programs in Communication)

29% are employed in state flagship universities

24% are employed in Communication departments with PhD programs

35% are employed in terminal M.A. programs

6% are employed in select liberal arts colleges

6% employed as a university administrator (business manager)

**B. Time-To-Degree:**

Goal: The Department's graduate students are expected to complete their Ph.D. in 4 to 5 years.

Measurement: Within the next five years, 50% of those who complete the Ph.D. should finish the degree in 4 to 5 years.

Measurement: Within the next ten years, 70% of those who complete the Ph.D. should finish the degree in 4 to 5 years.

Current Data (Profiles) (Mean) (Major): FY 2004 (4.7); FY 2005 (4.1); FY 2006 (5.7); FY 2007 (5.7); FY 2008 (5.8)

Current Data (Profiles) (Mean) (Department): FY 2004 (4.7); FY 2005 (5.7); FY 2006 (5.7); FY 2007 (6.1); FY 2008 (7.7)

(The "Department" data is more accurate; the "Major" data do not include those who started the program before the name change and thus took 10 or more years to finish)

*Current Data on Time to Degree (2006-2008):*

- 39% finished in 4 to 5 years.
- 28% finished in 5 to 6 years.
- 33% finished in 6+ years.

### **C. Retention Rates:**

Goal: The department's goal is to increase its retention rates.

Measurement: The Department seeks to achieve and maintain an 80% retention rate.

*Current Data (Retention Rate After 4 Years) (Profiles):*

Fall 2000:	87.5%
Fall 2001:	70%
Fall 2002:	88.9%
Fall 2003	60%
Fall 2004	100%
Fall 2005	66.7% (Retention Rate After 3 Years)
Fall 2006	76.9% (Retention Rate After 2 Years)
Fall 2007	100% (Retention Rate After 1 Year)

### **D. Student-Faculty Ratio:**

Goal: The Department seeks to maintain a manageable faculty-student ratio.

Measurement: The Department seeks to maintain a 3 to 1 faculty-student ratio.

*Current Data:*

All graduate students: 3.8 to 1

Ph.D. students: 3.2 to 1

### **E. Student Publication Rate:**

Goal: The Department seeks to enhance the publication rate of its graduate students.

Measurement: 70% of the department's Ph.D. students should publish a journal article or book chapter before they graduate.

*Current Data (2006-2008):*

- 65% of students have published a journal article or a book chapter before graduating.
- 2 of 4 students published in IC/PSI; 6 of 7 students published in PR; and 3 of 6 students published in RPC.

### **3. Expectations for Faculty Mentoring**

- The department evaluates graduate students annually to assess each student's progress toward degree in terms of the benchmarks for satisfactory progress toward degree.
- The graduate director assigns faculty contacts to all entering graduate students based on area of interest to aid their transition into the department; Ph.D. students select an advisor (mentor) in consultation with the prospective advisor by the time they complete 12 credit hours in their Ph.D. coursework.
- The graduate director and individual advisors are expected to review the following Graduate School brochure with graduate students: "Tips on Mentors and Mentoring for Graduate Students."
- Before agreeing to serve as an advisor for a graduate student, the faculty member should assess his or her own ability to provide adequate attention to the graduate student in terms of facilitating their progress toward degree in a timely manner.
- Faculty should meet with their advisees at least once per semester to develop and assess short-term and long-term goals to ensure a student's satisfactory progress toward degree.
- In addition to guiding students through their course work and their dissertations, advisors also should advise students in terms of preparing conference papers, publishing, applying for grants, and applying for jobs.

DEPARTMENT ASSEMBLY  
Agenda

Nov. 7, 2008

10 a.m. to Noon

Skinner 2127

1. Approval of Agenda (Action Item)
2. Approval of Minutes of Oct. 3, 2008 meeting (Attached) (Action Item)
3. Reports
  - a. Graduate Program Committee report on Graduate School Report due Dec. 12.
4. Old Business
  - a. Strategic planning process (Information)
  - b. Update on certificate proposal (Information)
  - c. PR tenure-track search update (Information)
  - d. Budget Picture (Information)
5. New Business
  - a. LEP revisions/Statistics course proposal
6. Adjournment

DEPARTMENT ASSEMBLY  
Minutes, 3 October 2008

A regular meeting of the Department of Communication Departmental Assembly was held at 10:00 AM, Friday, 3 October 2008, in Skinner Building, Room 2127. Members in attendance at the meeting were as follows: L. Aldoory, D. Cai, E. Fink, R. Gaines (secretary), D. Hample, C. Harper, S. Khamis, J. Klumpp, M. Liu, K. Maddux, H. Mahoney (undergraduate representative), X. Nan, N. Ofulue, S. Parry-Giles, T. Parry-Giles, S. Patel (graduate representative), T. Reimer, M. Tonn, E. Toth (chair), L. Waks, A. Wolvin.

1. Approval of Agenda (Action Item)--Approved unanimously
2. Approval of Minutes of Sept.12, 2008 meeting (Attached) (Action Item)--Approved unanimously
3. Reports
  - a. Revised Committee List for 2008-9
  - b. Vote on Salary Advisory Committee slate (Action Item)--J. Klumpp, D. Hample, M. Liu elected by 15 yes votes to FAC recommended slate.
4. Old Business
  - a. APT proposed changes to procedures (Attachment) (Action Item)-Approved unanimously with one amendment (entered into attachment).  
Motion to add at III. C. 1: The Department Chair shall consider this formal intermediate review in determining contract renewal. Approved--Yes 16, No 1, Abstentions 0.
  - b. Strategic planning process (Information): SPC met last Friday. Collation of previous COMM, ARHU, UMCP strategic plans will precede drafting. A plan will come to the department in spring.
  - c. Update on certificate proposal (Information): E. Toth discussed changes to proposal; it was approved by COMM Graduate Committee and ARHU PCC.
5. New Business
  - a. University budget cuts: Dean has approved search for one excellent faculty member in Public Relations. This is the second year of 1.3% +1.3% departmental budget cuts at the beginning of the year. There may be an additional budget cut of 1.3% in January. There is anticipation of a 3%-5% budget cut next year.
6. Adjournment: The meeting was adjourned at approximately 11:10 A.M.

Respectfully submitted,  
Robert N. Gaines  
Secretary (office expires 23 December 2008)

## Proposed Revision of COMM APT Policy

- II. *Faculty Mentor.* ~~Upon initial appointment of a non-tenured faculty member to a tenure-track position, the Department Chair shall approach a qualified member of the tenured faculty with a request to serve as a temporary mentor for the new faculty member. With the agreement of the mentor to serve, the Department Chair shall notify the new faculty member and the mentor of the appointment. No later than the end of the first academic year, the untenured faculty member shall meet with the Department Chair for purposes of discussing appointment of mentor of the faculty member's choice. Upon obtaining the agreement of the mentor to serve, the Department Chair shall notify the faculty member and the mentor of the appointment. Subsequently, each annual assessment shall include a discussion of the choice of mentor for the following academic year. The department recommends that an untenured faculty member have at least two faculty members serve as a mentor during the probationary period. Mentors for assistant professors shall have achieved associate professor rank with tenure. Mentors for associate professor appointees shall have achieved professor rank with tenure. Mentors should encourage, support, and assist, and be available for consultation on matters of professional development (teaching, research and service). Mentors also need to be frank and honest about the progress toward fulfilling the criteria for tenure and/or promotion, but must not purport to speak for the APT Committee. Assessments or comments by mentors are purely advisory to the faculty member and do not guarantee nor indicate a corresponding tenure and/or promotion decision. The department views mentors as resources for the faculty members and mentors are not obligated to advocate for the faculty member in the review process.<sup>7</sup>~~

**The Department Chair shall provide for the mentoring of each assistant professor and of each untenured associate professor by one or more members of the senior faculty other than the Department Chair. Mentors should encourage, support, and assist these faculty members and be available for consultation on matters of professional development. With specific reference to teaching and advisement; research, scholarship, and creative activity; and service, mentors should advise tenure-track faculty of the prevailing standards of quality and of the most effective ways to demonstrate that they meet the standards. Mentors need to be frank and honest about the progress of the faculty member toward fulfilling the criteria for tenure and/or promotion. Comments by mentors are purely advisory to faculty members, do not represent the views of the APT Committee, and do not assure a favorable tenure and/or promotion decision.**

### III. Stages of Assessments and Reviews

- A. *Initial Appointment.* All appointments to tenure-track positions in the department must be referred to the APT committee for approval (or to an Emergency Committee under the conditions described in Section I.C. above). All initial appointments at the rank of full professor must also receive the approval of the Senior APT Committee. The appropriate Committee may request that the Department Chair supervise the collection of material required to conduct their deliberations.<sup>8</sup>
- B. *Annual Informal Assessments.* ~~Each year prior to tenure review the Department Chair shall provide each untenured faculty member on a tenure-track line appointment a written assessment of his/her progress toward tenure. The Departmental Chair's assessment shall be based in part upon consultation with the APT Committee. The purposes of these reviews are to assess the faculty member's progress toward tenure and/or promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider the tenure and/or promotion of that assessment, and to advise the faculty member and the Department Chair of steps that should be taken to improve prospects for promotion.<sup>9</sup>~~

**Following appropriate consultation with APT committee, the Department Chair shall**



**independently provide each assistant professor and each untenured associate professor annually with an informal assessment of his or her progress. With specific reference to teaching and advisement; research, scholarship, and creative activity; and service, the Department Chair should advise tenure-track faculty of the prevailing standards of quality and of the most effective ways to demonstrate that they meet the standards. Informal assessments by the Department Chair are purely advisory to the faculty member and do not assure a favorable tenure and/or promotion decision. These Informal assessments shall be based in large part on a file constructed for purposes of the assessment by the faculty member to be assessed. The file may contain any material that the faculty member believes pertinent to the assessment, but it must contain at least the following: the faculty member's *curriculum vitae*, copies of all published research, copies of course syllabi representative of the faculty member's teaching assignments in the department, and summary reports of teaching evaluations for each undergraduate and graduate course taught during the period assessed. At the discretion of the Department Chair, one or more faculty members may be asked to provide a written report of the teaching of the faculty member based in part on one or more classroom visits. These visits shall be at times deemed convenient by the faculty member being assessed. The faculty member being assessed may, at his/her discretion, provide in advance of each classroom visit whatever material ~~she~~ **he or she** deems useful to the reporters' ability to understand the class visited. The faculty member being assessed shall be given a copy of the ~~final report~~ **annual informal assessment** and shall have the right to respond in writing. Any such response shall be ~~given~~ **submitted** to the Department Chair within one week of the **faculty member's** receipt of the **assessment report**. **The Department Chair shall report to the APT Committee the contents of each annual informal assessment in a timely fashion. The APT Committee shall have the right to respond in writing to any annual informal assessment. Any such response shall be submitted to the Department Chair within two weeks of the APT Committee's receipt of the Department Chair's report of that assessment.** ~~The~~ **Each annual informal assessment document** shall be included in the faculty member's personnel file with any material attached as requested by the faculty member or the APT Committee. Annual assessments are separate from the tenure review process, but shall become a part of the information collected for the tenure review.**

**C. *Formal Intermediate Reviews***

- 1. *Assistant Professors.* The APT Committee shall perform a formal intermediate review of the progress towards meeting the criteria for tenure and promotion in the third year of an assistant professor's appointment. The purposes of these intermediate reviews are to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider him or her for promotion of that assessment, and to advise the candidate and Department Chair of steps that should be taken to improve prospects for promotion. These intermediate reviews shall be structured exactly like reviews for tenure and/or promotion (as described in this document), with the exception that intermediate reviews will not involve external evaluations of the faculty member. **The Department Chair shall consider this formal intermediate review in determining contract renewal.****
- 2. *Tenured Associate Professors.* The APT Committee shall perform a formal intermediate review of the progress towards meeting the criteria for promotion to the rank of professor in the fifth year of a tenured associate professor's appointment and every five years thereafter. An associate professor may request an intermediate review earlier than the five years specified. The purposes of these intermediate reviews are to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider him or her for promotion of that assessment, and to advise the candidate and Department Chair of steps that should be taken to improve prospects for promotion. These intermediate reviews shall be structured exactly like reviews for tenure and/or promotion (as**

**described in this document), with the exception that intermediate reviews will not involve external evaluations of the faculty member.**

~~1. — In the first, second, fourth and fifth year of appointment the assessment shall be prepared by the Department Chair and presented to the APT Committee for review and disposition. In the third year of appointment the Department Chair shall request that a subcommittee of the APT Committee prepare a report on the faculty member's teaching, research and service, and this report shall be given to~~

~~2. — These assessments shall be based in large part on a file constructed for purposes of the assessment by the faculty member to be assessed. The file may contain any material that the faculty member believes pertinent to the assessment, but it must contain at least the following: the faculty member's *curriculum vitae*, copies of all published research, copies of course syllabi representative of the faculty member's teaching assignments in the department, and summary reports of teaching evaluations for each undergraduate and graduate course taught during the period assessed. At the discretion of the Department Chair, one or more faculty members may be asked to provide a written report of the teaching of the faculty member based in part on one or more classroom visits. These visits shall be at times deemed convenient by the faculty member being assessed. The faculty member being assessed may, at his/her discretion, provide in advance of each classroom visit whatever material s/he deems useful to the reporters' ability to understand the class visited. The faculty member being assessed shall be given a copy of the final report and shall have the right to respond in writing. Any such response shall be given to the Department Chair within one week of the receipt of the report.~~

~~3. — The informal assessment shall address the faculty member's research, teaching, and service. The criteria for these assessments shall be the same as specified in Section V of this document.~~

~~4. — So that errors of fact and perception may be minimized in the informal assessment, a draft of the assessment document shall be shown to the faculty member and serve as the basis of a consultation between the faculty member and the Department Chair. Following this consultation, the assessment will be presented in final form to the APT Committee for authorization. The informal assessment will be considered authorized by the APT Committee upon its approval of a majority of members present and voting at an APT Committee meeting. If the APT Committee does not, by majority vote, endorse the Department Chair's informal assessment, the faculty member being assessed shall be so informed, and the APT Committee shall provide the faculty member with its own assessment within thirty days of the vote on the Department Chair's assessment. If the report is endorsed, any member of the APT Committee who has not voted to endorse it may file a minority opinion regarding any part of the assessment that the member finds objectionable. Such a minority opinion shall be attached to the informal assessment as an appendix. The content of minority opinions shall be understood to represent only the views of their signatories.~~

~~5. — After receiving the APT Committee's authorization, the Department Chair shall meet with the candidate to discuss the assessment document. The annual assessment document shall be included in the faculty member's personnel file with any material attached as requested by the faculty member or the APT Committee. Annual assessments are separate from the tenure review process, but shall become a part of the information collected for the tenure review. The APT Committee shall conduct a review of materials prepared by the faculty member under review. If the candidate is under review in a notification year, the report shall include a recommendation on reappointment.~~

~~6. — In the fifth year of a tenured associate professor's appointment and every five years thereafter, the Senior APT Committee shall perform a formal intermediate review~~

~~of the progress toward meeting the criteria for promotion to the rank of professor. A faculty member may request such a review earlier than the five year interval. The review shall be conducted according to the procedures defined in the department's "Policy on Periodic Review of Faculty."~~

- D. C.** *Tenure Review.* Tenure reviews are governed by the APT documents of the System, the Campus, the College, and the Department.
- E. D.** *Promotion Reviews.* Promotion reviews are governed by the APT documents of the System, the Campus, the College, and the Department.

## DEPARTMENT ASSEMBLY

Minutes, 12 December 2008

A regular meeting of the Department of Communication Departmental Assembly was held at 10:00 AM, Friday, 12 December 2008, in Skinner Building, Room 2127. Members in attendance at the meeting were as follows: L. Aldoory, D. Cai, R. Gaines (secretary), D. Hample, C. Harper, S. Khamis, J. Klumpp, K. Maddux, S. Goldman (substitute undergraduate representative), X. Nan, N. Ofulue, S. Parry-Giles, T. Parry-Giles, S. Patel (graduate representative), T. Reimer, M. Tonn, E. Toth (chair), L. Waks, A. Wolvin.

10 a.m. to 11 a.m.

Dean James F. Harris visited the department and offered opening remarks concerning the University budget. Subsequently he responded to questions from persons attending the Departmental Assembly meeting.

11 a.m. to 12 p.m.

1. Approval of Agenda (Action Item): Approved unanimously.
2. Approval of Minutes of Nov. 7, 2008 meeting (Action Item): Approved unanimously.
3. Reports: Chair Report--A proposal to tighten the COMM LEP has been forwarded upward in administrative channels--it requires a "B" grade in COMM250 and in performance courses. Leah Waks has established a Young Scholars Summer Program--the program will involve one three-credit course in communication and advocacy (summer school income-sharing applies). The department's MA Certificate proposal is now at the Graduate School. The Strategic Planning deadline is now 1 February 2009.
4. Old Business
5. New Business
  - a. Faculty Research Forum--There will be a faculty research forum on 6 February 2009. The announcement of such a forum aroused considerable comment from persons attending the meeting.
- 6.. Adjournment: The meeting was adjourned at 11:56 am.

### Important Dates:

December 12, 2008

Department Holiday Reception

UMD Visitors' Center, Rt. 1, 7 to 9:30 p.m.

December 21, 2008

Graduation Ceremony, Ritchie Auditorium, at 4 p.m.

February 6, 2009

Next Assembly Meeting at 10 a.m.

Respectfully submitted,  
Robert N. Gaines, Secretary



Department Assembly; February 6, 2009, 10am

In attendance: A. Wolvin; M. Liu; K. Maddux (recording secretary); D. Hample; N. Ofulue; E. Fink; X Nan; T. Parry-Giles; D. Cai; M. Tonn; L. Waks; R. Gaines; S. Patel (graduate student representative); S. Parry-Giles; S. Khamis; E. Toth (chair); L. Aldoory; M. Turner

I. The February Department Assembly agenda was approved; D. Hample moved; S. Khamis seconded.

II. The minutes for the December Department Assembly, as submitted by R. Gaines, were approved; E. Fink moved, D. Cai seconded.

### III. Reports

a) E. Toth reported on the status of the department's budget in light of university and state budget cuts. Since December, she has returned another 1% of the department's hard budgeted money, and anticipates returning another 1% cut before the end of the semester. She expects continuing cuts for the 2009-2010 fiscal year. She, with help from Mayra Vazquez, is spending department money conservatively and trying to rebuild the department's reserve. Assembly members expressed anxiety over budget uncertainty and frustration with university and state leadership's funding priorities. E. Toth assured assembly members that conference travel funds will not be reduced this year. She also explained that the FAC has been talking about ways to generate money. For instance, the certificate program in Strategic Communication has made its way to the Senate Curriculum Committee. The FAC has also reaffirmed the department's commitment to strengthening alumni relations (for development purposes).

b) E. Toth updated the Assembly on the Strategic Planning process:

- The areas will submit individual SWOT analyses today.
- The FAC will bring those together to draft the department's strategic plan.
- On February 17, E. Toth will meet with the provost and a small group of university leaders to discuss the department's self-study and strategic plan.
- On May 1, the Department Assembly will gather for the day, with an outside facilitator, to discuss the strategic plan.

c) S. Parry-Giles reported on the graduate school strategic planning process. The graduate committee is compiling data to make a case for the ideal size of our graduate program (somewhere between 50 and 60 students). The provost will ultimately decide how big our graduate program can be.

The graduate committee has also been working on admissions; they have so far admitted 19 students and will admit more.

It is also planning an open house for prospective graduate students, which will be held on Friday March 6. The open house will include a "Department Showcase" (possibly to be re-named), where graduate students and faculty will present their research, teaching, and internships in an interactive fair.

#### IV. New Business

a) Department Assembly members expressed frustration over the dim lighting that has been installed on the second floor of Skinner. A. Wolvin will draft a letter, which Assembly members will be invited to sign, petitioning for better lighting. E. Toth will also invite the appropriate official to address the next Assembly Meeting.

b) Because the Faculty Senate meets at a day/time this semester that conflicts with both M. Turner and L. Aldoory's schedule, the Assembly needed to select an alternate representative to the Senate. E. Toth volunteered to attend those meetings.

c) S. Khamis reported on the Faculty Research Forum. She described them as an opportunity for faculty to discuss ongoing research projects and identify opportunities for collaboration. S. Khamis invited feedback about these events as they unfold.

d) Important dates this spring include:

- Next Assembly meeting: Friday March 6, 10am
- Prospective graduate student visitation day: Friday March 6
- Department Assembly strategic planning meeting, May 1 at 9:30 a.m. until 5 p.m.
- Department Commencement, Ritchie Coliseum: Friday May 22, 9am

Respectfully submitted,

Kristy Maddux

Department Assembly; March 6, 2009, 10am

In attendance: S. Patel (graduate student representative); L. Waks; M. Liu; T. Reimer; C. Harper; A. Wolvin; L. Aldoory; J. Klumpp; M. Turner; D. Hample; K. Maddux (recording secretary); X. Nan; E. Fink; E. Toth (chair); N. Ofulue; S. Khamis; R. Gaines; M. Tonn

I. The March Department Assembly agenda was approved; E. Fink moved; M. Turner seconded.

II. The minutes from the February Department Assembly were approved; L. Aldoory moved; E. Fink seconded.

### III. Reports

E. Toth reported on the status of the strategic planning process. She thanked all the areas and committees for submitting SWOT analyses, which the FAC has reviewed and discussed.

She explained a couple of factors external to the department that may delay the process. The provost is moving forward with the university strategic plan, which will include a 2.5% budget cut and redistribution. The dean is working with the department chairs, so that the college and its departments can work proactively to secure their positions within this process. When returned to departments, that money from the provost will likely be contingent upon units developing initiatives that support the university's strategic plan.

The other factor that may affect our strategic plan is the developing university-wide strategic plan for graduate studies, which should be announced in June, and which could impact the size of our graduate program.

Given these uncertainties, E. Toth wants to move forward with some parts of the strategic plan and delay others. The FAC has gone back to the strategic planning committee and has asked the various areas and committees to choose 3-5 objectives as priorities.

E. Toth has also approached the PCN to arrange for them to lead our department discussion of the strategic plan, a meeting which was scheduled for May 1. Given these possible delays in the process, she is unsure whether or not the meeting should be held so soon.

Faculty expressed enthusiasm for developing initiatives in accordance with the provost's strategic plan, especially study abroad programs that would meet his internationalism goals.

### IV. Old business

M. Tonn expressed concern that the new date for the April assembly meeting (April 10) may conflict with graduate student oral defenses. Faculty should check on those conflicts.

### V. New business



The Faculty Advisory Committee proposed a set of bylaws to the plan of organization. The Department Assembly acted on those proposals in four parts.

a. Part I, "Clarification statement about Bylaws" passed.

b. Part II, section I, "Procedure for electing the Faculty Advisory Committee," passed with a friendly amendment specifying that the number "3" in section "D" should be replaced with the letter "C."

c. Part II, section 2, "Procedure for evaluating faculty member's performance by the Salary Advisory Committee" was amended to include a sentence at the end of the first paragraph that reads, "The criteria to be employed by the Salary Advisory Committee in making the evaluation will be based on the criteria in department APT documents." That amendment, which was moved by E. Fink and seconded by M. Liu, passed with 6 in favor, 3 opposed, and 6 abstentions.

J. Klumpp moved that this section of the proposal be referred back to the Faculty Advisory Committee. That motion passed.

d. Part II, section 3, "Program, Courses, and Curriculum (PCC) procedures for the Undergraduate Studies Committee for undergraduate matters and Graduate Studies Committee for graduate matters" was amended to add a section "D," which states, "Actions by the Department's PCC committees will be promptly reported to the Department Assembly by the appropriate committee chair." That amendment was proposed by E. Fink and seconded by D. Hample.

This section, as amended, was passed.

## VI. Announcements

FAR reports are due March 15; each faculty member should submit one printed copy, along with an updated CV, to E. Toth.

The next two Department Assemblies will be held April 10 and May 1. (The May 1 meeting may be a day-long strategic planning meeting.)

The spring picnic will be held May 8 at 12:30.

Spring department commencement will be held Friday May 22.

Respectfully submitted,

Kristy Maddux

Department Assembly, April 10, 2009, 10am

In attendance: A. Wolvin, D. Hample, J. Klumpp, M. Liu, S. Parry-Giles, T. Reimer, N. Ofulue, C. Harper, S. Khamis, M. Turner, T. Parry-Giles, X. Nan, K. Maddux (recording secretary), L. Waks, S. Patel (graduate student representative), E. Toth (chair), M. Tonn, D. Cai, E. Fink

I. The April Department Assembly Agenda was approved. J. Klumpp moved, D. Hample seconded.

II. The minutes from the March Department Assembly were approved. M. Turner moved. T. Parry-Giles seconded.

### III. Reports

J. Klumpp reported that the library is facing another cut to its serials. He plans to make recommendations to the FAC based on the data he collected about faculty and graduate student use of the library's collections.

E. Toth reported on the status of department, college, and university strategic planning processes. Because the provost is planning an across-the-board budget cut and realignment with his initiatives, the dean is being proactive about developing college programs to fulfill those initiatives. The department strategic planning committee will try to do the same.

Because of the timing of the university and college strategic planning, the department will postpone its general strategic planning until the fall.

Although undergraduate studies has been reluctant to let us tighten our LEP standards, it has given us money to hire a full-time lecturer starting next year.

S. Parry-Giles reported on the status of graduate student recruiting efforts. Sixteen students have accepted our offers of admission, and we have one offer outstanding. (Of those who have accepted, four are in Intercultural, two in Persuasion and Social Influence, five in Public Relations, and six in Rhetoric and Political Culture.)

A. Wolvin reported on the Senate's recent deliberations regarding post-tenure reviews. With strong sentiment against the proposal for evaluating faculty post-tenure and reducing individual salaries punitively, the proposal was defeated. Given the provost's desire to punish or remove unproductive tenured faculty, A. Wolvin anticipates that similar proposals may surface again in the near future.

A. Wolvin also advised the body that the university has established a new general education task force. That committee's actions could impact core requirements, which could in turn affect the curriculum choices of the majors (such as the business school) that currently populate COMM 107. He encouraged us to stay informed about this new task force's work.

E. Toth reported that the new Certificate in Communication Management will begin in June and is currently being promoted in the DC area. She hopes to launch with a class of 20 students.

M. Turner reported that the Center for Risk Communication Research has acquired new space in Taliferro Hall (the space formerly occupied by the Writing Center). She and 6-8 graduate students will occupy offices there, and they will use grant money to equip the space with new technology. M. Turner expressed her commitment to maintaining strong bonds with the department even when the Center moves into new space.

E. Toth reported that the department has acquired the AT&T Theatre in the Engineering Building (a space where PR writing and visual communication classes are commonly taught). The department, with support from the college, will have to refurbish the classroom with new computers, and the department will have to maintain the new technology.

E. Toth reported that there will be no COLA or merit money this year. The department will end the year with \$200,000 in reserve, which satisfies her but concerns M. Vazquez. M. Vazquez anticipates a 1.3% cut in the fall, which may be a relief compared to the 6% in cuts so far this year. The dean has recommended that we conduct two faculty searches in the fall.

Graduate student award submissions are due to Deb Cai on April 15, 2009.

#### IV. Old Business

The Faculty Advisory Committee recommended a new by-law and an amendment to Appendix A of the Plan of Organization, both dealing with merit raises.

J. Klumpp proposed an amendment to the by-law (seconded by D. Cai). His amendment changed the second sentence of the second paragraph to read, "Default percentages for merit should be 50% research, 35% teaching, and 15% service." His motion carried.

J. Klumpp proposed another amendment to the by-law (seconded by D. Hample). His amendment would change the third sentence in the second paragraph to read, "Where a faculty member's workload assignment is different from the percentages in the departmental workload policy, the department chair shall inform the Salary Advisory Committee of this fact and shall negotiate the relevant percentages to apply in that faculty member's merit evaluation and inform the committee of the result."

E. Fink proposed a substitute amendment (D. Cai seconded). His amendment would change the third sentence of the second paragraph to read, "Where, in the chair's judgment, a faculty member's merit percentages differ from the percentages specified above, the department chair shall inform the Salary Advisory Committee of the relevant percentages to apply in that faculty member's merit evaluation." By vote, his substitute motion was

accepted as the amendment to be considered. It was then passed as an amendment to the by-law.

J. Klumpp proposed another amendment (seconded by D. Cai). His amendment would revise the first sentence of the second paragraph of the new by-law to read, "Evaluation scores are averaged across committee member evaluations and then multiplied by the appropriate merit percentage." It passed.

The new by-law, as amended, passed.

The Faculty Advisory Committee recommended an amendment to Appendix A to the Plan of Organization. They accepted a friendly amendment to their proposal so that the proposed wording reads, "Performance for the current year merit awards will be based on an average of merit assessments for at least the previous three years."

E. Fink proposed an amendment to the amendment (seconded by T. Parry-Giles), which would add to the beginning of the amendment, the sentence, "The Salary Advisory Committee shall evaluate the current year, and their submission to the chair shall average the previous three years." It was defeated.

The Faculty Advisory Committee's original amendment was passed.

E. Fink offered another amendment (seconded by D. Cai), so that the twelfth paragraph of Appendix A would read, "The chair may seek, and the committee may provide, such other advice on issues related to salary as either deems appropriate." That amendment passed.

The graduate committee proposed that Mark McElreath and Steven Drake be granted status as adjunct members of the graduate faculty, so that they might teach in the Certificate in Communication Management. Both were approved.

The next Department Assembly will be May 1, 2009 (with an APT meeting following). The spring picnic will be May 8, 2009, in Wolvin Grove.

Respectfully submitted,

Kristy Maddux

Department Assembly, May 1, 2009, 10am

In attendance: E. Toth (chair), C. Harper, N. Ofulue, J. Klumpp, A. Wolvin, D. Hample, L. Waks, D. Cai, M. Turner, S. Khamis, K. Maddux (recording secretary), X. Nan, S. Patel (graduate student representative), E. Fink, T. Parry-Giles, S. Parry-Giles, R. Gaines, M. Liu

1. The Department Assembly Agenda was approved. D. Hample moved, S. Khamis seconded.

2. The minutes from the April Department Assembly were approved. D. Hample moved, J. Klumpp seconded.

3. Reports:

E. Toth reported that the Strategic Planning committee has used the SWOT analyses to prioritize the department's objectives, and she will take that material and write a first draft of the strategic plan. We will have an all day department strategic planning meeting on September 18, which will be facilitated by the Center for Leadership and Organizational Change. Prior to that meeting the CLOC will interview each faculty member individually and work with a steering committee to plan the day. Faculty members should keep Sept. 18 clear on their calendars.

E. Toth announced that the provost plans to revoke the Limited Enrollment Program credit rule that prohibited students from entering the COMM major after they had acquired 60 credits. Doing so reverses the three year commitment the provost's office previously made to our LEP. His reasoning for this decision is that he has given us an additional lecturer for next year, and he anticipates university-wide enrollment decreasing.

S. Parry-Giles reported on behalf of the Graduate Studies Committee. The recruiting and admissions process is complete, and 18 new students will enroll in the fall.

S. Parry-Giles also reminded us of the form that's due by May 4 for certification for the MA without thesis option.

S. Parry-Giles explained that the Graduate Studies Committee has been reconsidering the department's policy on requiring TOEFL scores from international applicants. Although the graduate school does not require TOEFL scores from international students (from non-English-speaking countries) with degrees from English-speaking universities, the department had been requiring TOEFL scores from students in that category. The difference between department and university policy led to confusion for students, resulting in incomplete applications. The Graduate Studies Committee has tentatively decided to change its policy to align with the graduate school's again, recognizing that it must use several indicators to admit students in addition to scores, such as the personal essay, and a telephone interview to assess the capabilities of student to write in English and to teach classes.

S. Parry-Giles announced that on May 15 from 1:00 to 2:30pm, there will be an open forum to discuss the recent report on graduate studies in the department. That meeting will be held in Key 0103.

L. Waks reported on behalf of Undergraduate Studies. The department is co-sponsoring a summer camp for high school students. Currently, 15 students are registered and more may still register yet, which means the department stands to make money. This summer camp also provides teaching opportunities for three graduate students.

L. Waks announced that spring commencement will be held on May 22 at 9am, and Tim Strachan, one of the department's graduates, will be the keynote speaker.

L. Waks announced that the Undergraduate Studies Committee is in the process of completing the Learning Outcomes Assessment report for the upper division classes. Data (in the form of taped speeches) are still being collected from the performance-based classes.

In her chair's report, E. Toth reiterated that we have had a difficult year in terms of the strategic plan and the budget. The university has asked us to return over 11 % of our hard budgeted money over the last two years. She anticipates another 1.3 % cut over the next year. She still plans to go ahead with some one-time expenses that she had cancelled last year, such as the department newsletter, NCA party, and advertising.

E. Toth announced that we will be conducting two searches for tenure-track assistant professors in the fall. One search will be for a PR scholar, and L. Aldoory will chair that search. The other search will be for a scholar with expertise in intercultural communication and/or persuasion and social influence, and/or quantitative methodologies, and E. Fink will chair that search.

E. Toth thanked everyone for their committee work and other department service this year.

E. Toth announced that the department picnic will be held May 8 at 12:30pm, and it will include presentation of graduate student awards.

## 5. New Business

S. Parry-Giles presented a motion from the Graduate Studies Committee that would have clarified language regarding the consequences for not being in Good Standing or making Satisfactory Progress toward Degree. After much discussion, J. Klumpp moved, and T. Parry-Giles seconded, that the issue be referred back to the committee. The motion passed.

The meeting was adjourned shortly before noon.

Respectfully submitted,

Kristy Maddux