



VCU Richard T. Robertson
School of Media & Culture

**Richard T. Robertson School of Media and Culture
Virginia Commonwealth University**

Faculty Handbook

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FOREWORD

The Faculty Handbook organizes and articulates procedures and policies of the Richard T. Robertson School of Media and Culture (herein Robertson School or School) at Virginia Commonwealth University. It is the responsibility of the School's faculty and administration to apply the following policies and procedures when conducting the School's business. This document complements the University's Faculty Handbook, the College of Humanities and Sciences Promotion and Tenure Guidelines and the Robertson School Promotion and Tenure Guidelines.

The document is a fluid entity that may be reviewed annually. The document may be changed in part or in whole as circumstances necessitate.

Revisions of the Faculty Handbook are to be shared with the Faculty Council of the College of Humanities and Sciences to ensure its application at all levels of Virginia Commonwealth University.

MISSION STATEMENT

The Virginia Commonwealth University Richard T. Robertson School of Media and Culture prepares effective and skilled communicators through quality instruction, advising and student services, based on real world applications. Through research, professional service and scholarship in applied communications, the School advances the knowledge and practice of a multi-disciplinary and evolving media environment. The School values truth, ethics, creativity, innovation, collaboration, cultural diversity, shared governance and community engagement.

POLICY AND PROCEDURES

1. Faculty Membership

The faculty of the Robertson School shall consist of all full-time, (tenured, tenure-eligible and term) part-time and adjunct faculty members who have appointments in the School, including those members who have joint appointments with other academic units. All Robertson School faculty members have full discussion rights in faculty and committee meetings. Only full-time faculty members, however, may vote on matters affecting the School.

2. Faculty Meetings

All meetings of the faculty, including committees and subcommittees, will be governed by Robert's Rules of Order, except in special cases as approved by two-thirds of faculty present and voting.

A two-thirds majority of full-time faculty is required to change the School's governance policy.

A simple majority of those present is required for other actions.

Regular general faculty meetings will be held at least once a month throughout the academic year. All faculty members are expected to attend these meetings and also to attend specially called meetings. The Director should be notified of anticipated absences.

3. Authority of Faculty

The concept of academic freedom shall prevail in the classroom, with faculty members presumed to be competent to teach in assigned areas.

Assignments to new areas will not be made without consultation with faculty members concerned. Faculty members assigned new areas will be given the opportunity to strengthen their expertise in those areas.

4. Responsibilities and Expectations of Faculty

4.1 Teaching

4.1.1 Teaching Loads:

In the Robertson School faculty may be called upon to teach both undergraduate and graduate courses during the same semester. It is up to the School's Director to determine workload assignments for faculty. If a faculty member is assigned to fewer than 12 credit hours of teaching per semester (Spring/Fall), the remaining workload hours (up to 12) will be assigned to research projects, significant non-instructional teaching projects, administrative duties and service obligations.

For tenured and tenure-eligible faculty, the standard course load, aligning with the standard course load across the units in the College of Humanities and Sciences, is 2/3 or 3/2 during 9-month academic year (fall and spring semesters), equivalent to five 3-credit courses (undergraduate and/or graduate courses). Faculty may receive course reductions, based on the contribution to the School's alignment with the VCU Quest for Distinction, for administrative duties, significant teaching

innovation, demonstrated excellence in scholarship and significant research grant activities, doing a significant amount of training and/or consulting on behalf of the School, providing significant service to the profession, University, College of Humanities and Sciences or Robertson School, or for other reasons at the discretion of the Director.

For term faculty, the standard course load is 4/4 during 9-month academic year (fall and spring semesters), equivalent to eight 3-credit courses (undergraduate and/or graduate courses). Faculty may receive course reductions, based on the contribution to the School's alignment with the VCU Quest for Distinction, for administrative duties, significant teaching innovation, doing a significant amount of training and/or consulting on behalf of the School, providing significant service to the profession, University or School, or for other reasons at the discretion of the Director.

For administrative and professional (A&P) faculty, teaching is not an expectation of normal duties. In some cases, A&P faculty may be asked to teach a course if it does not conflict with their primary duties and has been approved by the Director.

4.1.2 Course requirements:

- Class coverage – Faculty should meet all classes to which they have been assigned. If a faculty member is unable to meet a class, for whatever reason, he/she should either forewarn students and give them compensatory materials for study, or arrange for a colleague or qualified professional to cover the class.
- Syllabi – Should clearly define objectives of the course, and attendance and grading policies. Each syllabus should also refer to University policies regarding the Honor Code and the ADA. Faculty members teaching multiple section courses are expected to consult with one another regarding general content, course outlines, textbook selection and assignments. Two printed copies and one electronic copy (via email) of the syllabi must be provided to the front office in a timely fashion at the beginning of each semester.
- Attendance – All instructors should make certain that students attending the course match the official class roll after the add/drop period. A record of attendance should be kept and if attendance factors into the final grade that should be spelled out in the syllabus.
- Grades – A record of grades should be kept either in a grade book or electronically. This is critical because a grade may be disputed. The instructor must submit final grades 48 hours after the final exam. If no final exam is given, grades should be submitted as soon as possible and before the final semester deadline. If the class falls under the “Early Alert” program, the instructor shall submit reports as requested.
- Evaluations – All faculty should remind and encourage students of the electronic University evaluations at the end of each semester.
- Assessment – Faculty should complete assessment measures for capstone and other courses where applicable. Course revisions should be made as necessary.

4.2 Advising

For undergraduate students, formal academic advising is provided by the School's advising system managed by the Coordinator of Advising. Faculty are expected to keep a minimum of three hours each week as office hours for professional advising. These should be on at least two different days and at two different times during the day. If something comes up and a faculty member is unable to keep office hours at a scheduled time, the faculty member should notify the front office. An effort

should be made to “make up” missed office hours during the same week. For graduate students, formal academic advising is provided by the School’s Director of Graduate Studies. Graduate faculty are expected to provide course-related and professional advising as needed.

4.3 Research and Scholarship (for tenured/tenure-eligible faculty only)

Research and Scholarship expectations are detailed in the School’s Promotion and Tenure Guidelines. Term, A&P, adjunct and non tenure/tenure-eligible faculty do not have an expectation of research or scholarship as part of their normal duties.

4.4 Service

Faculty are expected to work within the organizational structure to keep the Robertson School operating smoothly and cohesively.

Faculty Meetings – Faculty are expected to attend faculty meetings.

Committee Work – Faculty will be assigned to a minimum of one School committee during the academic year. Faculty are expected to attend all committee meetings and to be productive members of each committee on which they serve. Committee chairs should provide the committee’s work goals to the director by mid-September and an end-of-semester progress report to the faculty each semester.

Events – All faculty are expected to participate in both the planning and execution of the School’s December and May diploma ceremonies and are expected to attend both graduations each year. Faculty are expected to participate in at least one recruiting event for prospective students each year.

Hiring – All faculty are expected to review credentials of faculty candidates and to make every effort to interact at least once with candidates brought to campus for an interview.

Other

Goals/Annual Reports – Faculty should submit goals for the coming school year as a part of the annual report. New faculty should have annual goals approved by the Director by September 15. Faculty should submit annual report material for the evaluation cycle, using the School report form provided and by the deadline specified by the Director.

Tenure Guidelines – Faculty who are tenured, or who are in a tenure-eligible position, should refer to the School’s Promotion and Tenure document as well as the College of Humanities & Sciences Promotion and Tenure document for information about tenure guidelines. These documents are available online.

Outside Employment, Consulting – All faculty are expected to complete the two required “Outside Professional Activity” forms (CP-1 and CP-2) each year; the CP-1 in advance of undertaking any such activity and CP-2 at the end of the year to report on all such activities.

Respect – All faculty (and staff) are expected to conduct their work in a professional manner and to treat students, colleagues and other members of the University community with respect.

Diversity – Faculty members are responsible for ensuring that the School’s diversity plan is implemented. Faculty are encouraged to include reference in their course outlines to the plan and to the role of faculty (and students) in its implementation.

The language approved by the faculty for syllabi is as follows:

“It is vital that students in this course, with guidance from the instructor, broaden their journalism/mass communications experiences by including in their course work people and subjects such as ethnic, racial and religious minorities, people with disabilities, the disadvantaged, gay men and lesbians and other similar groups. This includes but is not limited to developing a sensitivity to language and images that may create an appearance of bias. The intent is to ensure that student work reflects the diversity of the community, and that students are exposed to diverse ideas and perspectives. In this class, it is the responsibility of the instructor and students to foster an environment that supports free expression.

The VCU Robertson School of Media and Culture is committed to diversity in all aspects of its program, including providing a climate of inclusion, as well as addressing student and faculty hiring and retention, curriculum, research and scholarship and outreach and service. Students are encouraged to review the School’s Diversity Plan, which is posted on the School’s website.”

5. Curriculum and Course Content

Administrative recommendations, designated committees and faculty action will determine curricular direction and general course content, to be specified in undergraduate and graduate bulletins. All undergraduate proposals regarding curriculum must be approved by the Undergraduate Studies Committee and the full faculty. All graduate proposals regarding curriculum must be approved by the Graduate Studies Committee and the full faculty.

6. Assignment of Classes

Assignment of classes is the responsibility of the School administration in consultation with faculty. Faculty members may request courses to teach and specific hours. These requests will be considered in scheduling, but consideration must be given to student needs and classroom utilization as well as the faculty’s credentials, experience and expertise. Every effort will be made to give faculty a semester’s notice for preparation of new course assignments.

7. Academic Year

The academic year extends from August 16 through May 15 (or the May graduation date, whichever is later) of the following year. Graduation ceremonies and activities provide opportunities to honor and to recognize students. All full-time faculty members are expected to attend these graduation events.

8. Summer Teaching

The School administration will schedule courses in the summer school sessions based on student needs. Faculty members may request summer school assignments and courses. Those faculty who regularly teach a course in the fall or spring semesters will have the first “right of refusal” to teach the course during the summer. When needed, term and adjunct faculty will be used in the summer.

9. Goals Conferences, Annual Evaluations and Work Plans

Faculty members are encouraged to meet with the Director to discuss goals and plans on an ongoing basis. Faculty will be asked to provide information on year-long activities, with some attention to goals, conferences, and annual evaluations of the previous year.

Each faculty member shall submit his/her annual report and work plan, using the required submission form and format, by the designated submission deadline. Each faculty member shall have the option to discuss his/her evaluation and work plan for the coming academic year with the Director after receiving the annual review.

10. Personnel Files

Faculty members shall have access to all materials in their personnel folders. All materials contained in a personnel folder shall be treated as confidential. A faculty member may respond to the Director in written or oral form to any information placed in his/her file. University procedures regarding removal of any items from a personnel file must be followed. (See University Faculty Handbook).

11. Salary Adjustments

Faculty members shall be informed of the total amount of salary increase money available and the average size of the increase across all faculty in the School.

Salary increases are determined on the basis of merit. The primary responsibility for determining merit raises shall lie with the Director, in consultation with the Dean of the College of Humanities and Sciences. Areas to be considered in determining merit raises include teaching and advising, research, publications and scholarship, professional involvement, and service to the School, University, professional and broader community.

The Director makes recommendations to the University for specific raises.

12. Secretarial Assistance

The School administration is responsible for the supervision of staff and part-time workers. Every effort should be made to accommodate needs of the School. Tests, examinations, memoranda and correspondence take priority over other secretarial duties. Secretaries and staff must not be asked to assist with personal projects. As a general rule, at least a 24-hour lead time should be allowed for the staff to complete work. Of course, longer items may take more time.

13. External Relations

It is important for the School to maintain good and extensive relations with the University's higher administration, alumni, donors and media professionals, and to recruit high caliber students.

The faculty, as individuals and as members of various committees, and the Director share equally in the responsibility for the School's external relations.

ALLOCATION OF FUNCTIONS AND RESPONSIBILITIES WITHIN THE SCHOOL

1. Curriculum

Administrative recommendation, designated committees and faculty action will determine curricular direction and general course content, to be specified in undergraduate and graduate bulletins.

All proposals regarding undergraduate curriculum must be approved by the Undergraduate Studies Committee and the full faculty. All proposals regarding graduate curriculum must be approved by the Graduate Studies Committee and the full faculty. The ultimate responsibility for School curricular matters lies with the full faculty. From time to time special task forces may be formed to address curricular matters.

Final approval of curricular changes lies with the College and University curriculum committees and, in the case of an entirely new degree program, with SCHEV, the State Commission on Higher Education in Virginia.

2. Appointment and Status

In conformance with institutional guidelines, the Robertson School may appoint faculty to one of the following ranks, in ascending order: instructor, assistant professor, associate professor, professor. The School recognizes that, in exceptional cases, the Board of Visitors may designate a rank of distinguished professor, university professor or emeritus professor. The School also may engage term faculty in non-tenure track positions.

The School may hire faculty in either tenure-eligible or renewable one-year term positions. In exceptional cases, or when the individual is being appointed the School's Director, a faculty member may be hired with tenure. Individuals also may be appointed to administrative faculty positions without faculty rank. These positions are not tenure-eligible.

Faculty search committees for both instructional and administrative faculty are appointed by the School Director when tenure-eligible or term positions are available. The search committees, following all University and College regulations and guidelines, review candidates for tenure-eligible or renewable term positions and make recommendations to the Director. The Director negotiates appointments with the Dean of the College of Humanities and Sciences.

Temporary, part-time and adjunct faculty appointments will be made by the Director after consultation with the Associate/Assistant Director (s) and Sequence Coordinators.

Tenure and/or promotion procedures will follow guidelines provided in detail in the School's Promotion and Tenure Document.

The selection of graduate assistants will be made by the Director in consultation with the Associate/Assistant Director (s) and Director of Graduate Studies.

SCHOOL ADMINISTRATION

1. Selection of Director

The primary administrative officer in the Robertson School is the Director.

A responsibility and right of the School faculty is to participate in the selection of its Director.

The appointment of any Director, whether for an indefinite duration or for a term of years, should be made only after consultation with the School's faculty. No Director should be appointed over the objection of the School's faculty. Faculty approval or disapproval for this appointment shall be determined by a simple majority vote.

In the event that a Director's appointment is required during a holiday period or over the summer, special efforts should be made to convene the School's faculty and to transmit the results of the faculty's deliberations to the University's central administration.

2. Selection of Assistant/Associate Directors

Assistant or Associate Directors shall be selected by the Director after consultation with faculty, staff and relevant search committees, subject to approval of the Dean of the College of Humanities and Sciences.

3. Selection of Director of Graduate Studies

The Director of Graduate Studies shall be selected by the Director after consultation with faculty, and subject to approval of the Dean of the College of Humanities and Sciences.

4. Selection of Director of Undergraduate Studies

The Director of Undergraduate Studies shall be selected by the Director after consultation with faculty, and subject to approval of the Dean of the College of Humanities and Sciences.

5. Selection of Sequence Coordinators

Sequence coordinators for the undergraduate program shall be selected by the Director for each of the three undergraduate sequences: advertising, journalism and public relations, after consultation with faculty, and subject to approval of the Dean of the College of Humanities and Sciences.

6. Responsibilities of the Director

The Director is the chief administrative officer of the Robertson School. The Director implements School policy and is responsible for the management of School activities. Specific duties include:

- Leadership in articulating the vision and goals of the School.
- Supervision and leadership of faculty in pursuit of School goals as they relate to teaching, scholarship, professional activities and service. This includes management of tenure and promotion processes, faculty salary adjustments, teaching assignments, service loads, personnel file maintenance, encouragement of scholarship and/or creative activity and decisions regarding faculty leaves.

- Supervision and leadership of recruitment of faculty members in conjunction with search committees.
- Supervision of curriculum, including implementation of new courses and regular curriculum review.
- Management of the School's budget, with the advice of faculty and relevant committees.
- Representation of the School at higher administrative levels.
- Representation of the School outside the University, at professional and academic associations, and among members of the professional communities of relevance to the School.
- Scheduling and management of faculty meetings.
- Assignment of chairpersons and members of committees and general oversight of their work.
- Employment, management, assignment and supervision of classified and student personnel.
- Management of alumni relations.
- Cultivation and management of donors and prospective donors.

7. Responsibilities of the Associate/Assistant Director

The Associate/Assistant Director's responsibility is to work with the Director in the management of School activities and business and, when necessary, to act on the Director's behalf during his or her absence. Specific responsibilities include:

- Working with the Director in oversight for the School's course scheduling and staffing: Preparation of course schedules, and recommendations regarding course staffing to the Director, based on School needs and after consultation with the appropriate faculty.
- Hiring and supervision of adjunct faculty members in consultation with the Director, Sequence Coordinators and Director of Graduate Studies.
- Working with the Director in the management of School activities and business such as: planning and organizing faculty meetings; proposing new School policies such as course assistant assignments; organizing faculty discussion on committee structure revisions; and, when necessary, serving as the back-up signer of School forms on the Director's behalf during the Director's absence.
- Oversight for the School's student awards nomination and selection process.
- In conjunction with the Director of Undergraduate Studies and Director of Graduate Studies, handling undergraduate and graduate curriculum and student issues that require administrative attention, in consultation with the Director.
- Assisting in the compliance of the School with ACEJMC re-accreditation criteria/policy, CEPR re-certification criteria, VCU academic program review (APR) and assessment quality review (AQR) requirements by serving on the Accreditation and Assessment Committee.
- Assisting in graduate program curriculum and development by serving as an ex-officio member of the Graduate Studies Committee.

8. Responsibilities of the Director of Graduate Studies

The Graduate Director's primary responsibility is to assist with the management and coordination of the day-to-day and long-term operation of graduate programs in the School. The Graduate Director reports to the Director and Associate/Assistant Director of the School and he/she consults with the graduate faculty on policy and procedural matters. Duties of the Graduate Director include:

- Chairing or co-chairing the graduate committee.
- Assisting the Associate/Assistant Director in coordination of the graduate student admissions process.

- Assisting the Associate/Assistant Director with coordination of graduate exit requirements, including graduate applications.
- Assisting the Associate/Assistant Director with coordination of placement and use of graduate assistants.
- Assisting the Associate/Assistant Director with coordination of graduate curriculum review and evaluation, and revision when needed.
- Assisting the Associate/Assistant Director with coordination of an external/internal marketing and advocacy program, including recruitment and representation before various University curriculum and governance committees.
- Assisting the Associate/Assistant Director in coordination of graduate faculty affairs.
- Assisting the Associate/Assistant Director in coordination of the graduate course teaching schedule.

9. Responsibilities of the Director of Undergraduate Studies

The Director of Undergraduate Studies assists with the management and coordination of the day-to-day and long-term operation of the undergraduate program in the School. The undergraduate director reports to the Director and Associate/Assistant Director and consults with the faculty on policy and procedural matters. The undergraduate director serves as the spokesperson and advocate for undergraduate interests and programs in the School. Duties include the following:

- Serving as chair of the School Undergraduate Studies Committee and relating matters of the undergraduate major structure and related curricular issues to the School Undergraduate Studies Committee.
- Communicating with new and continuing (undergraduate) mass communications majors and media studies minors.
- Providing input to mass communications majors on career and graduate school opportunities.
- Coordinating faculty interaction with prospective undergraduate students and their family members at VCU “Open House” and “Block Party” events.
- Coordinating the identification of School undergraduate students eligible for scholarships and honors, collecting comments and information from faculty and coordinating nominations.
- Serving on the Accreditation Committee, representing the undergraduate program.
- Representing the School on the College’s Undergraduate Academic Committee.

10. Responsibilities of the Assistant Director for Development

The Assistant Director for Development works under the School’s director and reports to the Director and the Associate/Assistant Director.

The Assistant Director for Development will:

- Solicit and garner funds for annual leadership gifts to the School and will assist with fund raising for gifts in other areas of the College as needed.
- Be expected to research, identify and cultivate a portfolio of annual leadership and major gift prospects through all phases of the development cycle in support of the School.
- Manage the annual Virginia Communications Hall of Fame induction ceremony and will solicit sponsorship for that event and others that may be hosted by the Robertson School.
- Plan and coordinate the School’s alumni relations and external communications.

11. Responsibilities of Sequence Coordinators

The Sequence Coordinators primary responsibility is to assist the Director and Assistant/Associate Director with course scheduling, adjunct coaching, and supporting faculty members in each sequence.

The Sequence Coordinators will:

- Identify undergraduate sequence course scheduling needs, in consultation with sequence faculty.
- Suggest the undergraduate sequence schedule of courses for each semester to the Associate/Assistant Director for the approval of the Director.
- Collaborate with Director of Graduate Studies on graduate program course scheduling.
- Identify and recommend possible adjunct faculty in staffing sequence courses as needed.
- Coach and support adjunct faculty in the sequence.
- Support, convene and facilitate sequence faculty discussion on curriculum and assessment issues.
- Represent sequence faculty on the School's Undergraduate Studies Committee and Accreditation and Assessment Committee.

SCHOOL COMMITTEES (STANDING)

Faculty members will be assigned to the various standing committees of the School by the Director, with the opportunity to request or decline specific assignments. The Director is an ex-officio member of all School committees. School committees include:

Undergraduate Studies Committee

The Undergraduate Studies Committee:

- Advises undergraduate enrollment management;
- Receives, discusses and recommends to the Director School undergraduate student appeals of admissions and other requirements for graduation for the approval of the Director;
- Reviews and revises undergraduate curriculum programs;
- Coordinates curriculum review within each sequence (the results of sequence curriculum review will be reported by Sequence Coordinators to the Director of Undergraduate Studies, who will submit a yearly undergraduate curriculum review report to the faculty and the Director);
- Reviews undergraduate course materials and provides a report to the faculty on the coverage of diversity and multicultural issues as reported by course instructors;
- Assesses proposals for undergraduate curriculum change;
- Advises the School on undergraduate curricular changes;
- Supervises the Honors program and implementation.

Graduate Studies Committee

The Graduate Studies Committee:

- Advises the School on Multimedia Journalism and Strategic PR admissions and issues;
- Advises the School on VCU-Fudan Dual Degree Program admissions and issues;
- Coordinates MATX Doctoral Program with English Department and School of the Arts;
- Receives, discusses and recommends to the Director graduate student appeals of admissions and other requirements for graduation for the approval of the Director;

- Reviews and revises the graduate curriculum for programs;
- Conducts curriculum review for each graduate program (the Director of Graduate Studies will submit a yearly graduate curriculum review report to the faculty and the Director);
- Reviews graduate course materials and provides a report to the faculty on the coverage of diversity and multicultural issues as reported by graduate faculty;
- Assesses proposals for graduate curriculum change;
- Advises the School on graduate curricular changes.

Personnel Committee

The Personnel Committee:

- Assists Promotion and Tenure committees (as needed);
- Assists Search committees (as needed);
- Administers mentorship program for junior faculty;
- Assists with personnel matters with respect to and in compliance with confidentiality;
- Oversees diversity related personnel issues;
- Reviews and revises the School's Promotion and Tenure Guidelines (as needed);
- Considers and nominates faculty and staff for College, University and external honors and awards programs.

Technology and Facilities Committee

The Technology and Facilities Committee:

- Monitors the School's technology and equipment needs
- Organizes and submits the School's funding request through the Student Technology Fee and the Higher Education Equipment Trust Fund
- Coordinates with different undergraduate sequences and graduate programs on the usage of PC and MAC labs
- Assesses and consults on any other School facility needs.

Branding and Outreach Committee

The Branding and Outreach Committee:

- Oversees and assists School branding projects, as approved by faculty
- Oversees the School's internal and external communication channels, such as alumni newsletter, official Website, blog, Facebook, Twitter and other social media integration
- Assists in the planning of student services activities and events, including awarding of scholarships, internship and job placement, new student orientation and graduation activities, and other events.
- Assists School's student organizations and faculty advisors of these organizations
- Assists School's community outreach, grant and foundation opportunities
- Assists in School's alumni relations and fundraising activities and events, such as the Virginia Communications Hall of Fame.

Executive Advisory Committee

The Executive Advisory Committee:

- Advises the Director and the faculty, as needed, regarding School policies and practices as well as need for changes
- Represents interests and needs of faculty to the Director
- Proposes plans to the faculty for decision and approval.

Accreditation and Assessment Committee

The Accreditation and Assessment Committee:

- Oversees the Academic Program Review (APR) and Assessment Quality Review (AQR) processes
- Takes the leading role in monitoring accreditation standards, collecting information and drafting different parts of the self-study
- Coordinates with faculty, staff and students on ACEJMC re-accreditation and CEPR re-certification visit needs
- Oversees development, updating and implementation of assessment plans and measures
- Assists and tracks assessment plan implementation for both undergraduate and graduate programs
- Oversees development, updating and implementation of diversity plans and measures

NON-STANDING SCHOOL COMMITTEES (ad hoc)

Task Forces

Faculty task forces are appointed by the Director to work on new School initiatives and program needs that are beyond the responsibilities of standing School committees.

Tenure and Promotion Committees

These committees are established as the need arises to consider tenuring and/or promoting faculty members in the Robertson School. The committees will ensure that:

- Tenured faculty members are appointed to these committees;
- All tenure and promotion committees should include at least one student;
- The committees make recommendations to the Director, who makes his/her independent recommendation. Both recommendations are forwarded to the tenure and promotion committee of the College of Humanities and Sciences.

Third-Year Review Committees

Third-year review committees are established as the need arises to recommend to the Director the benchmark determination of how a tenure-eligible faculty member in the Robertson School is performing on tenure track, both professional and research. The committees will ensure that:

- Tenured faculty members are appointed to these committees
- The committees make recommendations to the Director.

Search Committees

These committees:

- Develop faculty position descriptions
- Screen applicants for faculty positions
- Manage the recruitment process for full-time faculty positions
- Recommend full-time faculty hires to the Director

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