

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

Bylaws

Table of Contents

FOREWORD	1
HISTORY OF THE BYLAWS	1
I. MISSION STATEMENT	2
II. CORE VALUES	2
III. POLICY AND PROCEDURES	3
1. Faculty Membership	3
2. Authority of Faculty	3
3. Responsibilities and Expectations of Faculty	3
3.1 Teaching	3
3.1.1 Teaching Assignments	3
3.1.2 Office Hours	4
3.2 Advising	4
3.3 Scholarship	4
3.4 Service	4
4. Responsibilities and Expectations of Staff	5
5. Robertson Staff and Faculty Meetings	5
6. Curriculum Changes	6
7. Assignment of Classes	6
8. Personnel Files	6
IV. SCHOOL ADMINISTRATION	6
1. Director	6
1.1 Terms and Length of Appointment	6
1.2 Selection	7
1.3 External Search	7
1.4 Internal Search	8
1.5 Removal	9
2. Interim Director	9
2.1 Terms and Length of Appointment	9
2.2 Selection of Interim Director	9
2.3 Removal	10
3. Responsibilities of the Director and Interim Director	10
4. Selection and Responsibilities of the Associate Director	11
5. Selection and Responsibilities of the Director of Undergraduate Studies	12
6. Selection and Responsibilities of the Director of Graduate Studies	12
7. Selection and Responsibilities of the Concentration Coordinators	13
V. STANDING COMMITTEES	13

1. Undergraduate Studies Committee	14
2. Graduate Studies Committee	14
3. Equity, Inclusion and Diversity Committee	14
4. Accreditation and Assessment Committee	15
5. Personnel Committee	15
6. Technology and Facilities Committee	15
7. Branding and Outreach Committee	15
8. Administrative Team	16
VI. NON-STANDING COMMITTEES	16
1. Task Forces	16
2. Promotion and Tenure Committees	16
3. Third-Year and Pre-Promotion Review Committees	16
4. Search Committees	16

FOREWORD

These Bylaws specify the procedures and policies for the Richard T. Robertson School of Media and Culture (herein referred to as Robertson School or School) and should be used to inform and guide decisions.

It is the responsibility of the School's staff, 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 Promotion and Tenure Guidelines, the Robertson School Promotion and Tenure Guidelines, and all applicable College and University policies and procedures.

These Bylaws will be reviewed every two years and changed in part or in whole as circumstances necessitate.

Revisions of the Robertson Bylaws 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.

HISTORY OF THE BYLAWS

- Revised and approved by School Faculty Nov. 30, 2012
- Name revisions September 2014
- Mission Statement revision Sept. 9, 2016
- Selection of Director revision May 4, 2018
- Term, Appointment Length, and Selection of Director revision Jan. 28, 2022
- Revised and approved by School Faculty January 26, 2024

I. MISSION STATEMENT

The Robertson School inspires and empowers students to be transformative media innovators while continuing to be a thought leader in a changing communication environment.

The School accomplishes its mission through immersive teaching, quality research and professional scholarship. The School explores and engages local and global communities in advertising, journalism, media production, public relations and other emerging communication fields.

II. CORE VALUES

The School values truth, ethics, creativity, innovation, entrepreneurship, collaboration, equity, inclusion and diversity. The School practices shared governance in decision making.

III. POLICY AND PROCEDURES

1. Faculty Membership

Robertson faculty 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 faculty members have full discussion rights in Robertson Staff and Faculty Meetings and committee meetings.

2. Authority of Faculty

School curriculum and course content are the responsibility of the faculty, informed by committees and administrative recommendations, to be specified in undergraduate and graduate bulletins.

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 be made in consultation with faculty members concerned. Faculty members assigned new areas will be given the opportunity to strengthen their expertise in those areas.

3. Responsibilities and Expectations of Faculty

The VCU Provost lists policies regarding all faculty appointments in the VCU Faculty Handbook.

Full-time faculty should submit their Annual Reports and Work Plans in accordance with the process and timeline specified by the Director. New full-time faculty should have a Work Plan approved by the Director within 30 days of their hire date. Full-time faculty are expected to create an individualized Work Plan that is personally meaningful and focused on meeting the Robertson goals and mission. Each Work Plan must be approved by the Director, who is responsible for maintaining an appropriate overall mix of teaching, research, and service for the School.

Faculty should refer to the School's Promotion and Tenure Guidelines as well as the College Promotion and Tenure Guidelines.

3.1 Teaching

Course assignments, overloads and reductions are determined by the Director.

3.1.1 Teaching Assignments

Standard course loads align with standard course loads across the units in the College.

For tenured and tenure-eligible faculty, the standard course load is 2/3 or 3/2 during the 9-month academic year (fall and spring semesters), equivalent to five 3-credit courses

(undergraduate and/or graduate courses). As part of the annual review, the contributions to teaching, scholarship and service of tenured faculty will be audited to ensure their active contribution and leadership. Faculty work plans may be adjusted by the Director to reflect the best contributions to the School's mission, including assigning a 4/4 teaching load.

For term faculty, the standard course load is 4/4 during the 9-month academic year (fall and spring semesters), equivalent to eight 3-credit courses (undergraduate and/or graduate courses).

For University and Academic Professionals (UAP), teaching is not an expectation of normal duties. In some cases, UAP colleagues may be asked to teach a course if it does not conflict with their primary duties and has been approved by the Director.

If a faculty member is assigned fewer credit hours to teach than is typical for their rank, the remaining workload will include significant research and/or non-instructional teaching projects, administrative duties and/or service obligations.

Course releases and other changes in workload obligations are part of certain administrative assignments, scholarship opportunities and confidential personnel matters. Course releases related to administrative assignments will be shared by the Director at the first regular Robertson Staff and Faculty Meeting of the academic year.

3.1.2 Office Hours

Instructors are expected to schedule a minimum of three office hours each week, and be available to students on two different days and two different times. When an instructor is unable to keep office hours, they should notify their students. An effort should be made to make up missed office hours during the same week.

3.2 Advising

For undergraduate students, formal academic advising is provided by the School's advising system managed by the Coordinator of Student Services. For graduate students, formal academic advising and professional mentoring is provided by the School's Director of Graduate Studies. All faculty are expected to provide course-related and professional advising.

3.3 Scholarship

Faculty are expected to conduct research scholarship and professional scholarship in accordance with their annual Work Plans approved by the Director and the School's Promotion and Tenure Guidelines.

3.4 Service

Service expectations are detailed in the School's Promotion and Tenure Guidelines and the annual work plans. Full-time faculty are expected to work within the organizational structure to keep the Robertson School operating smoothly and cohesively.

- Robertson Staff and Faculty Meetings – Full-time faculty are expected to attend these meetings.
- Committee Work – Full-time faculty are expected to attend all committee meetings and to be productive members of each committee on which they serve.
- Events – Full-time faculty are expected to participate in both the planning and execution of the School's December and May commencement ceremonies and are expected to attend both events each year. Full-time faculty are expected to participate in at least one recruiting event for prospective students each year.
- Hiring – Full-time faculty are expected to participate in searches for full-time faculty by reviewing candidates' credentials, by interacting at least once with candidates and by providing feedback to search committees.
- Peer Reviews – Full-time faculty are expected to complete all peer review surveys.
- Faculty Service Appointments – At the discretion of the Director, faculty may be assigned temporary appointments necessary to complete the School's mission and goals.

4. Responsibilities and Expectations of Staff

Herein the School's University and Academic Professionals (UAP) and classified employees are referred to as staff. Staff work with the Director in the operation and growth of the School, and their primary responsibilities are to support the teaching, learning and scholarship initiatives. The Director supervises and leads staff.

Staff should submit their performance reports and goals annually in accordance with the process and timeline specified by the Director. New staff should have their goals approved by the Director within 30 days of their hire date. Staff are expected to create individualized goals that are personally meaningful and focused on meeting the Robertson goals and mission. Goals must be approved by the Director, who is responsible for the operation and growth of the School.

5. Robertson Staff and Faculty Meetings

All meetings of the staff and faculty, including Robertson Staff and Faculty Meetings, committee meetings and task force meetings will be governed by Robert's Rules of Order.

A two-thirds majority of full-time staff and faculty is required to change the School's Bylaws.

A simple majority of those attending the meeting is required for other actions.

The regular Robertson Staff and Faculty Meetings will be held at least once a month throughout the academic year. Special Robertson Staff and Faculty Meetings can be called when needed. Attendance can be in person or virtually. All full-time faculty members are expected to attend these meetings and specially called meetings. The Director should be notified of anticipated absences.

Policy, curriculum and VCU Bulletin changes require at least two Robertson Staff and Faculty Meetings: the first when changes are introduced and discussed, and the second when changes are voted on (and may again be discussed). These changes may not be introduced and voted on in the same meeting unless approved by a three-fourths vote by those in attendance.

6. Curriculum Changes

Curriculum changes must be approved in Robertson Staff and Faculty Meetings. Undergraduate concentration-specific changes must be approved at the concentration level, then approved by the Undergraduate Studies Committee. Non-concentration-specific changes (e.g., for core courses) must be approved by the Undergraduate Studies Committee. Graduate curriculum changes must be approved by the Graduate Studies Committee.

7. Assignment of Classes

Assignment of all classes are the responsibility of the Concentration Coordinators and the Associate Director in consultation with the concentration's full-time faculty and approval by the Director. Faculty may request courses to teach and specific scheduling. Significant consideration will be given to student needs, classroom utilization, and faculty's expertise. Every effort will be made to give faculty a semester's notice for preparation of new course assignments.

8. Personnel Files

Staff and faculty have access to all materials in their personnel files. All personnel materials will be treated as confidential. Staff and faculty may respond to the Director in written or oral form to any information placed in their files. University procedures regarding removal of any items from personnel files must be followed.

IV. SCHOOL ADMINISTRATION

1. Director

1.1 Terms and Length of Appointment

Directors will serve 3-year terms with no limit to the number of terms that can be served. The typical annual appointment of the Director will be from July 1 to June 30.

The Director serves at the pleasure and appointment of the Dean, and may be removed by the Dean at any time. If this occurs, the full-time, tenured Robertson faculty will request an explanation from the Dean to be shared with full-time Robertson staff and faculty and the Industry Advisory Council. The process to replace the Director will begin using the processes described in this document with an external search, an internal search, or the selection of an Interim Director.

1.2 Selection

Optimally the Director will be chosen through a national search, otherwise the Director will be elected through an internal search. All searches will involve full-time Robertson staff and faculty. After selection, the Director serves by appointment of the Dean. All required meetings of or involving full-time Robertson staff and faculty require a quorum of two-thirds and shall include the option to participate remotely.

The search will begin upon notice of an impending vacancy in the Director position, or at least 60 calendar days before the end of the term of a current Director. The current Director will call a Robertson Staff and Faculty Meeting within 14 calendar days to initiate the search. The search process will occur only during the regular fall and/or spring semesters.

1.3 External Search

- All VCU hiring and recruitment guidelines will be followed.
- Search Committee: In consultation with Robertson full-time staff and faculty, the Dean will appoint a search committee. Full-time Robertson staff and faculty will make up a majority of the search committee, with at least one full-time Robertson staff member on the committee. The committee chair will be a full-time Robertson faculty member and will regularly update full-time Robertson staff and faculty on the status of the search. After a thorough search, the committee will recommend candidate(s) to the Dean within one week of the candidates' presentations.
- Job Posting: The search committee will consult Robertson staff, faculty, and Industry Advisory Council on the content of the job posting. The posting must be approved by majority vote by Robertson full-time staff and faculty. The job posting will be shared with Robertson full-time staff and faculty and published on the VCU applicant tracking portal and advertised nationally. The search committee will regularly update full-time Robertson staff and faculty as to the status of the search.
- Candidate Presentations: The search committee will optimally have three final candidates, but must have at least two. These candidates will be invited to conduct a public presentation and question-and-answer session. After getting candidates' permission, the search committee will distribute candidates' curricula vitae at least one week prior to the presentations. The search committee will invite Robertson staff, faculty, students, Industry Advisory Council, and University community members to all presentations. Presentations will be comparable in terms of time, location and length. With candidates' permission, presentations will be recorded and shared upon request.
- Consultation: After the candidates' presentations, the search committee will meet with full-time Robertson staff and faculty to discuss the candidates. The search committee will also solicit feedback from Robertson staff, faculty, students, the Industry Advisory Council and University community members.
- Rejected recommended candidate(s): If the Dean does not approve the recommended candidate(s) from the search committee, full-time Robertson staff and faculty will request an explanation from the Dean and:
 - Elect an internal Director following the process specified in this document;

- Request another national search; or
- If the School would be without a Director for more than 30 days, elect an Interim Director following the process specified in this document.

1.4 Internal Search

- All VCU hiring and recruitment guidelines will be followed.
- Internal Search Coordinator: At a Robertson Staff and Faculty Meeting, Robertson staff and faculty will elect, by majority vote, a full-time Robertson faculty member who will manage the search process as the Internal Search Coordinator who will be ineligible to be appointed or elected Director at that time, and is the teller for elections and has the authority to call meetings.
- Job Posting: The Internal Search Coordinator will consult Robertson staff, faculty, and Industry Advisory Council on the content of the job posting. Within 30 days, the posting must be approved by majority vote by Robertson full-time staff and faculty. The job posting will be shared with Robertson full-time staff and faculty and published on the VCU applicant tracking portal. The posting will have an application deadline between two and four weeks from the date of posting. The Internal Search Coordinator will regularly update full-time Robertson staff and faculty as to the status of the search.
- Candidate Eligibility: Any full-time Robertson School associate professor or professor is eligible.
- Candidate Presentations: Candidates will be invited to conduct a public presentation and question-and-answer session. After getting candidates' permission, the Internal Search Coordinator will distribute candidates' curricula vitae at least one week prior to the presentations. The Internal Search Coordinator will invite Robertson staff, faculty, students, Industry Advisory Council, and University community members to all presentations. Presentations will be comparable in terms of time, location and length. With candidates' permission, presentations will be recorded and shared upon request.
- Discussion and Voting: During a faculty meeting within two weeks of the final presentation, Robertson staff and faculty will discuss the candidates. The Internal Search Coordinator will also solicit feedback from Robertson staff, faculty, students, the Industry Advisory Council and University community members. No candidates will attend this discussion. After the discussion, Robertson full-time staff and faculty will vote on the candidate to recommend to the Dean. The vote will be by secret ballot with "none" as an option. Before the meeting, proxy votes may be filed with the Internal Search Coordinator. Candidates can vote. Votes will be counted in the open and results will be announced immediately.
- Voting Results: Two-thirds of the vote is required for a candidate to be recommended to the Dean. If this does not occur in the first round of voting, there will be an immediate run-off vote of the top two candidates. The candidate with a majority of votes will be recommended to the Dean. In the event of a tie in the run-off vote, both candidates will be recommended to the Dean.
- "None" Results: In the event that "none" receives a majority vote in the first round of voting, there will be an immediate second vote. If "none" receives a majority vote in the second round of voting, the Internal Search Coordinator and current Director or Interim Director will

consult with the Dean. Any subsequent process will include consultation with Robertson staff, faculty, and Industry Advisory Council.

- No Candidates: If there are no eligible candidates, the Internal Search Coordinator and current Director or Interim Director will consult with the Dean to consider an external search. Any subsequent process will include consultation with Robertson staff, faculty, and Industry Advisory Council.
- Rejection of the Recommended Candidate(s): If the Dean does not approve the recommended candidate(s), the full-time Robertson staff and faculty shall request an explanation from the Dean and:
 - Begin another internal search following the same process;
 - Request a national search; or
 - Begin the process to select an Interim Director following the process specified in this document.

1.5 Removal

The Director will be reviewed by Robertson staff and faculty annually. At any time during a Director's term, a petition for their removal can be sent to the Dean. It requires support of a majority of the full-time Robertson staff and faculty. The Dean may then initiate a procedure to reconfirm or replace the Director with an external search, an internal search, or the selection of an Interim Director.

2. Interim Director

2.1 Terms and Length of Appointment

Interim Directors will serve a one-year (or less) term for no more than two consecutive years, and may only be reappointed for the second year after affirmative review by the full-time Robertson faculty and staff. If needed, a short-term extension may be granted by the Dean so the term of the Interim Director aligns with the start date of the new Director. The typical appointment of the Interim Director will expire on June 30.

The Interim Director serves at the pleasure and appointment of the Dean, and may be removed by the Dean at any time. If this occurs, the full-time, tenured Robertson faculty will request an explanation from the Dean to be shared with full-time Robertson staff and faculty and the Industry Advisory Council. The process to replace the Interim Director will begin using the processes described in this document with an external search, an internal search, or the selection of another Interim Director.

2.2 Selection of Interim Director

An Interim Director may be selected if the Director cannot complete the current term and there is insufficient time to conduct an external or internal search. Until a new Director or Interim Director is chosen, the School's Associate Director is the Acting Director.

- The process will begin immediately after notice of an impending vacancy. The Associate Director will call a special meeting of the full-time Robertson staff and faculty. The meeting will occur within two weeks of notice of an impending vacancy.
- At a Robertson Staff and Faculty Meeting Robertson, staff and faculty will elect, by majority vote, a full-time Robertson faculty member who will manage the search process as the Interim Search Coordinator who will be ineligible to be appointed or elected Interim Director at that time, and is the teller for elections and has the authority to call meetings.
- Candidate Eligibility: Any full-time Robertson School associate professor or professor is eligible.
- Nominations for candidates for Interim Director will be taken from the floor. All candidates will be given equal opportunity to present their case. After the presentations, Robertson staff and faculty will discuss the candidates. No candidates will attend this discussion. After the discussion, Robertson full-time staff and faculty will vote on the candidate to recommend to the Dean. The vote will be by secret ballot. Before the meeting, proxy votes may be filed with any tenured faculty member. Votes will be counted in the open and results will be announced immediately.
- Voting Results: A majority of votes is required for a candidate to be recommended to the Dean. If there is no majority in the first round of voting, there will be an immediate run-off vote of the top two candidates. In the event of a tie in the run-off vote, both candidates will be recommended to the Dean.
- Rejected Recommended Candidate(s): If the Dean does not approve the recommended candidate(s), at the next Robertson Staff and Faculty Meeting, full-time staff and faculty will begin another Interim Director selection following the same process.

2.3 Removal

The Interim Director will be reviewed by Robertson staff and faculty annually. At any time during an Interim Director's term, a petition for their removal can be sent to the Dean. It requires support of a majority of the full-time Robertson staff and faculty. The Dean may then initiate a procedure to reconfirm or replace the Interim Director with an external search, an internal search, or the selection of another Interim Director.

3. Responsibilities of the Director and Interim Director

The Director is responsible for the operation and growth of the School. The Director manages the execution of the Mission, the fulfillment of the Core Values, and the implementation of School, College and University policies. The Director oversees School activities. Duties include:

- Articulate the vision, goals and strategic direction of the School.
- Demonstrate a commitment to diversity and inclusion in hiring faculty and staff.
- Supervise and lead staff and faculty in pursuit of School goals. This includes staff and faculty annual reviews and salary adjustments, management of promotion and tenure processes, teaching assignments, service loads, personnel file maintenance, encouragement of scholarship activity and decisions regarding leave.
- Supervise curriculum, including implementation of new courses and biennial curriculum reviews.

- Manage the School's fiscal, physical and professional resources, including budget management and spending approvals. Expenses over \$10,000 using School funds from sources other than annually budgeted operating funds must be presented to the Administrative Team prior to purchase.
- Represent the School at higher administrative levels.
- Represent the School outside the University, at professional and academic associations, and among members of relevant professional communities.
- Promote the success of students, staff, faculty and alumni.
- Strengthen and promote equity, inclusion, and diversity.
- Lead faculty meetings.
- Assign qualified, dynamic, and diverse chairpersons and members of committees (including search committees) and provide oversight of their work. The Director is an ex-officio member of all School committees.
- Maintain alumni and community relations.
- Cultivate and manage donors and prospective donors.
- Recruit, appoint and coordinate the Industry Advisory Council.
- Regularly update and consult with staff and faculty on the state of the School, including enrollment, finances, operational activities and forecasting.

4. Selection and Responsibilities of the Associate Director

The Associate Director is selected by the Director in consultation with the Robertson staff and faculty. The selection is subject to approval of the Dean.

The Associate Director's responsibility is to work with the Director in the management of the School and to act on the Director's behalf during their absence. Duties include:

- Coordinate course staffing and scheduling in consultation with the appropriate faculty.
- Hire and supervise adjunct faculty in consultation with the Director, Concentration Coordinators and Director of Graduate Studies. Work with the departmental HR representative to orient adjunct faculty concerning the onboarding hiring process, administrative policies and processes.
- Identify cross-concentration course scheduling needs. Recommend the schedule of courses and faculty assignments to the Director.
- Coach and support faculty in cross-concentration courses. Identify, recruit, and coach qualified, dynamic, and diverse adjunct faculty.
- Work with the Director in the management of regular School activities and business.
- Work with the Director to resolve curriculum and student issues that require administrative attention.
- Assist in the compliance of re-accreditation criteria and serve as an ex-officio member of the Accreditation and Assessment Committee.
- Serve as an ex-officio member of the Graduate Studies Committee.

5. Selection and Responsibilities of the Director of Undergraduate Studies

The Director of Undergraduate Studies is selected by the Director in consultation with full-time Robertson staff and faculty.

The Director of Undergraduate Studies is responsible for the operation and growth of undergraduate programs. This position reports to the Director and consults with the faculty on policy and procedural matters in the undergraduate program. Duties include:

- Chair or co-chair the Undergraduate Studies Committee.
- Manage promotional and administrative communications with undergraduate students.
- Coordinate faculty interaction at inclusive events for prospective Robertson students.
- Receive and analyze proposals for undergraduate curriculum changes. Advise the School on the feasibility and impact of the proposals. Coordinate the curriculum changes through the School, College and University.
- Serve on the Accreditation and Assessment Committee, representing the undergraduate program.
- Serve on the College Undergraduate Academic Committee, representing the School.

6. Selection and Responsibilities of the Director of Graduate Studies

The Director of Graduate Studies is selected by the Director in consultation with full-time Robertson staff and faculty.

The Director of Graduate Studies is responsible for the operation and growth of the graduate programs. This position reports to the Director and consults with the faculty on policy and procedural matters in the graduate program. Duties include:

- Chair or co-chair the Graduate Studies Committee.
- Coordinate an inclusive graduate student admissions process and manage the graduate exit requirements, including graduation applications. Advise the School on admissions numbers.
- Receive and manage appeals of admissions, grades, curriculum, and graduation decisions for the graduate program. Make recommendations to the Director.
- In consultation with the Director, coordinate the selection and placement of graduate assistants.
- Identify graduate course scheduling needs, in consultation with the Graduate Studies Committee. Recommend the schedule of courses and faculty assignments to the Director.
- Coach and support faculty in the graduate program. Identify, recruit, train and coach qualified, dynamic, and diverse adjunct faculty.
- Receive and analyze proposals for graduate curriculum changes. Advise the School on the feasibility and impact of the proposals. Coordinate the graduate curriculum changes through the School, College and University.
- Keep the graduate program relevant to the professions it serves. Collect data and assess the graduate program every two years. Submit the review to the Director.

- Coordinate the marketing and advocacy efforts of the graduate programs including promotional and administrative communications with graduate students. Maintain relations with graduate alumni and the community.
- Advocate for graduate students. Provide formal academic advising and professional mentoring.

7. Selection and Responsibilities of the Concentration Coordinators

The Concentration Coordinators are selected by the Director in consultation with full-time Robertson staff and faculty.

The Concentration Coordinators are responsible for the operation and growth of the undergraduate academic concentrations. This position reports to the Director and consults with staff and faculty on policy and procedural matters in the concentration. Duties include:

- Identify concentration course scheduling needs, in consultation with concentration faculty. Recommend the schedule of courses and faculty assignments to the Director.
- Coach and support faculty in the concentration, and ensure courses have quality instructors.
- Identify, recruit, train and coach qualified, dynamic, and diverse adjunct faculty.
- Receive and analyze proposals for concentration curriculum changes. Advise the School on the feasibility and impact of the proposals. Coordinate the concentration curriculum changes with the Director of Undergraduate Studies.
- Keep the concentration relevant to the professions it serves. Collect data and assess the concentration including curriculum reviews and revisions every two years. Submit the review to the Director.
- Manage promotional and administrative communications with students in the concentration. Maintain relations with the concentration alumni and the community.
- Advocate for students in the concentration.
- Coordinate regular meetings of the concentration faculty to ensure communication and growth.

V. STANDING COMMITTEES

Full-time staff and faculty will be assigned to School committees and task forces by the Director. Committee assignments will be provided by the first regular Robertson Staff and Faculty Meeting of the academic year. To request specific assignments, staff and faculty should notify the Director prior to the distribution of the assignments. Staff and faculty have one week from distribution to request a change in their committee assignments. Committee chairs should provide the committee's work goals to the Director by mid-September and an end-of-semester progress report in a Robertson Staff and Faculty Meeting each semester.

1. Undergraduate Studies Committee

Work with the Director of Undergraduate Studies to execute their initiatives and responsibilities.

Responsibilities include:

- Track undergraduate enrollment and optimal enrollment levels, and report them annually in a Robertson Staff and Faculty Meeting.
- Receive and analyze proposals for undergraduate curriculum changes. Advise the School on the feasibility and impact of the proposals. Coordinate the undergraduate curriculum changes through the School, College and University.
- Keep the undergraduate program relevant to the professions it serves. Every two years, analyze each concentrations' biennial curriculum reviews, collect data and assess the School's undergraduate program and curriculum, and report them in a Robertson Staff and Faculty Meeting.
- Make recommendations to the Director on undergraduate students' appeals of the School's program requirements.
- Coordinate the identification, nomination and selection of undergraduate students eligible for scholarships and honors.

2. Graduate Studies Committee

Work with the Director of Graduate Studies to execute their initiatives and responsibilities.

Responsibilities include:

- Coordinate the graduate student admissions process, including reviewing applications. Track graduate enrollment and optimal enrollment levels, and report them annually in a Robertson Staff and Faculty Meeting.
- Review exit surveys and other program assessment data and assess the graduate program and curriculum, and report them in a Robertson Staff and Faculty Meeting. Recommend changes, if necessary.
- Analyze proposals for graduate curriculum changes. Advise the School on the feasibility and impact of the proposals. Coordinate the graduate curriculum changes through the School, College and University.
- Maintain relations with graduate alumni and the community.

3. Equity, Inclusion and Diversity Committee

Work with the committee chair to execute their initiatives and responsibilities. Responsibilities include:

- Identify, review and make recommendations regarding the School's equity, inclusion and diversity (EID) efforts as identified in the Equity, Inclusion & Diversity Plan.
- Identify and promote cultural awareness celebrations, EID events, scholarships and training.
- Represent the School's EID mission and efforts beyond the School (e.g., College, University and community).

4. Accreditation and Assessment Committee

Work with the committee chair to execute their initiatives and responsibilities. Responsibilities include:

- Oversee the programmatic reviews by external organizations.
- Monitor accreditation standards, collect information and draft necessary parts of the self-study.
- Develop, update and implement assessment plans and measures.
- Assist, track and implement assessment plans for the undergraduate and graduate programs.

5. Personnel Committee

Work with the committee chair to execute their initiatives and responsibilities. Responsibilities include:

- Solicit awards and honors nominations from faculty and staff. Complete and submit nominations.
- Review and update the Robertson Bylaws and the Robertson Promotion and Tenure Guidelines.

6. Technology and Facilities Committee

Work with the committee chair to execute their initiatives and responsibilities. Responsibilities include:

- Assess the School's technology and equipment needs. At least annually, report needs and make recommendations to the staff, faculty and Director.
- Organize and submit the School's funding request through the Student Technology Fee and the Higher Education Equipment Trust Fund.
- Assess the School's facility needs. At least biennially, reports needs and makes recommendations to the staff, faculty and Director.
- Provide oversight for the School's planning, purchasing and implementing of technology, equipment and facility initiatives.

7. Branding and Outreach Committee

Work with the committee chair to execute their initiatives and responsibilities. Responsibilities include:

- Conduct a communications audit and plan at least annually. Include a quantitative and qualitative review and recommendations of internal and external communications (with staff, faculty, College and University administration, Industry Advisory Council, current students, prospective students, and the relevant industries). Present the audit and plan to the staff, faculty, and Director.
- Oversee and assist the School communication projects, as approved by the Director.

8. Administrative Team

Responsibilities include advising the Director on the operation and growth of the School, including the execution of the Mission, the fulfillment of the Core Values and the implementation of School, College and University policies. The Administrative Team is chaired by the Director.

Ex-officio team members are:

- Associate Director
- Director of Undergraduate Studies
- Director of Graduate Studies
- Concentration Coordinators
- Others in School leadership positions at the discretion of the Director

VI. NON-STANDING COMMITTEES

1. Task Forces

These task forces work on necessary School initiatives that are beyond the responsibilities of standing School committees. They are established as the need arises and are appointed by the Director.

2. Promotion and Tenure Committees

These committees consider tenuring and/or promoting faculty members in the Robertson School. They will follow the guidelines specified in the VCU Faculty Handbook, the College Promotion and Tenure Guidelines and the Robertson School Promotion and Tenure Guidelines. They are established as the need arises and are appointed by the Director.

3. Third-Year and Pre-Promotion Review Committees

These committees review and document the progress of Robertson faculty interested in tenure and/or promotion, and create a report for the Director. They will follow the guidelines specified in the VCU Faculty Handbook, the College Promotion and Tenure Guidelines and the Robertson School Promotion and Tenure Guidelines. They are established as the need arises and are appointed by the Director.

4. Search Committees

These committees are established as the need arises and are appointed by the Director. Search committees:

- Follow the guidelines in the charge meeting, complete any necessary training and follow relevant University hiring guidelines.
- Develop position descriptions.
- Manage the recruitment process.
- Screen and interview applicants.
- Manage candidate visits.
- Recommend hires to the Director.

END