

Plan of Organization

- I. Administrative Officers
- II. Standing Committees
- III. Grievance Procedures
- IV. Amendments
 1. Appendix A - Policy on Merit Pay Distribution
 2. Appendix B - Workload in the Department of Communication

I. Administrative Officers

A. Department Chair

1. Selection: Appointed by the Dean of the College of Arts and Humanities, consistent with College policies and procedures for selection of department chairs.
2. Duties
 - a. Act as the chief advocate of the department.
 - b. Plan and administer the budget.
 - c. Maintain an advising system for students.
 - d. Facilitate programs, including promoting development of academic programs, scheduling academic offerings in consultation with the Directors of Graduate and Undergraduate Studies and the Faculty Advisory Committee, and administering departmental facilities in consultation with the Faculty Advisory Committee.
 - e. Recommend all Departmental personnel actions, including appointments of tenure and non-tenure faculty, renewals of faculty contracts, promotions of faculty, and termination of faculty.
 - f. Monitor and review performance of appointed officers and standing committees.
 - g. Supervise departmental staff.

- h. Stimulate affirmative action in the department.
- i. Ensure compliance with all applicable Federal, State, University, College, and departmental laws, regulations, and policies.

B. Director of Graduate Studies

- 1. Selection: Appointed by department chair.
- 2. Duties
 - a. Act as the chief advocate and representative of departmental graduate studies, including representation of the department at University ceremonies.
 - b. Monitor and promote the development of the departmental graduate program(s).
 - c. Coordinate recruitment, orientation, and advising of new graduate students.
 - d. Coordinate financial awards and assistance to graduate students.
 - e. Advise the department chair regarding the schedule of graduate-level academic offerings.
 - f. Serve as the chair of the Graduate Studies Committee.
 - g. Ensure compliance with all policies and procedures established by the University and Graduate School for graduate studies.

C. Director of Undergraduate Studies

- 1. Selection: Appointed by department chair.
- 2. Duties
 - a. Act as the chief advocate and representative of departmental undergraduate studies, including representation of the department at University ceremonies.
 - b. Monitor and promote the development of the departmental undergraduate program.
 - c. Coordinate the recruitment and advising of undergraduate students.
 - d. Coordinate special academic programs for undergraduate students, including service as Honors Coordinator.

- e. Advise department chair regarding the schedule of undergraduate-level academic offerings.
 - f. Serve as chair of the Undergraduate Studies Committee.
 - g. Ensure compliance with all policies and procedures established by the University and College for undergraduate studies.
- D. Director of the Communication Research Center
- 1. Selection: Appointed by the department chair.
 - 2. Duties: Supervise the Communication Research Center and advise department chair regarding the development of departmental research facilities.
- E. Equal Education Employment Officer
- 1. Selection: Appointed by department chair.
 - 2. Duties: Promote nondiscrimination and affirmative action in the department consistent with University and College policies and procedures.
- F. Library Liaison
- 1. Selection: Appointed by department chair.
 - 2. Duties: Coordinate relations between the department and the University library system.
- G. Supervisor of Audio-Visual Services
- 1. Selection: Appointed by department chair.
 - 2. Duties: Supervise the use and maintenance of departmental audio-visual facilities and equipment as well as advise the department chair regarding audio-visual services.
- H. Internship Coordinator
- 1. Selection: The Outreach Coordinator, who is appointed by the department chair, serves as the Internship Coordinator.
 - 2. Duties: Coordinate departmental internship activities and coordinate relations between the department and internship programs in the University.
- I. Honors Coordinator:

1. Selection: The Director of Undergraduate Studies, who is appointed by the department chair, serves as the Honors Coordinator.
 2. Duties: Coordinate departmental Honors Program and coordinate relations between the department and the University honors program.
- J. Computer Coordinator
- K. Secretary of the Departmental Assembly
1. Selection: Elected by the Departmental Assembly.
 2. Duties: Take minutes of the meetings of the Departmental Assembly.
- L. Director of the Center for Political Communication and Civic Leadership
1. Selection: Appointed by the department chair in consultation with the Faculty Advisory Committee.
 2. Duties: Assume responsibility for the operation of the Center.
- II. Standing Committees
- A. Departmental Assembly
1. Membership:
 - a. Department chair (as chair)
 - b. all members of the departmental faculty defined as (1) all the departmental tenured and tenure-track faculty, and (2) all the departmental non-tenure-track faculty and exempt staff who teach at least 6 credits per academic year with multi-year appointments whose full-time appointment is in the department and who have been in that status beyond one year. The tenured faculty shall be defined as Associate Professors and Professors whose tenure decision required action by the department's Appointment, Promotion, and Tenure Committee.
 - c. one staff member representing those staff members not otherwise represented,
 - d. one graduate student member, and
 - e. one undergraduate student member.
 2. Voting Powers: All members of the Departmental Assembly are voting members except in matters pertaining to personnel and amendments to this plan, where membership shall be limited to the departmental faculty.

3. Function: Formulate and recommend policies to the department chair regarding all aspects of departmental administration.

B. Appointment, Promotion, and Tenure Committee

1. Membership: Department chair (as chair, except where stipulated otherwise in departmental appointment, promotion, and tenure procedures) plus all tenured Associate Professors and Professors whose tenure decision required action by the department's Appointment, Promotion, and Tenure Committee.
2. Functions
 - a. Act on and make recommendations to the department chair with respect to all tenure track positions. The department chair will consult with the Appointment, Promotion, and Tenure Committee regarding other faculty appointments when possible.
 - b. Conduct annual evaluations of Assistant Professors.
 - c. The full committee shall act on and make recommendations to the department chair with respect to promotions from Assistant Professor to Associate Professor.
 - d. Members of the committee who are Professors--the Senior Appointment, Promotion, and Tenure Committee--shall act on and make recommendations to the department chair with respect to promotion from Associate Professor to Professor.
 - e. Establish and disseminate regulations, procedures, and guidelines for departmental appointment, promotion, and tenure.

C. Faculty Advisory Committee

1. Membership: Three faculty members elected by the departmental faculty. At its first meeting, the committee shall elect its chair. The department chair may also sit with the committee.
2. Functions
 - a. Consult regularly with the chair of the department on matters of interest and concern to the department, including budget decisions, curricular matters, strategic planning, and facility planning. The chair shall report to the Faculty Advisory Committee as to the action on the disposition of recommendations from departmental committees.
 - b. Serve as a Committee on Committees for the department to:
 - i. Nominate a slate of candidates from which the chair may

appoint members for service on all committees of the department.

- ii. Provide a slate of candidates from within the department from which administrators above the department level may appoint representatives to participate in the search, nomination, and review of administrators within the department.
- iii. In the absence of an organized graduate student body charged with choosing its representative to the Departmental Assembly, superintend the election of the graduate student member of the Departmental Assembly by students in the graduate program.
- iv. Superintend the selection of the staff member who serves as the staff representative for those staff members not otherwise represented to the Departmental Assembly by proper rotation.
- v. In the absence of a recommendation by the Director of Undergraduate Studies, appoint the undergraduate student member to the Departmental Assembly.

3. Meetings may be called by the department chair, or the chair of the Committee, or at the request of the other two members of the Committee.

D. Graduate Studies Committee

1. Membership: The Director of Graduate Studies (as chair) plus at least two faculty and one non-voting graduate student member appointed by the department chair from a slate of candidates provided by the Faculty Advisory Committee. At least two faculty members shall be members of the Graduate Faculty.
2. Functions
 - a. Formulate and recommend policies to the Departmental Assembly and department chair regarding all aspects of the graduate program(s).
 - b. Review all applications to the graduate program(s) in the department (graduate student member excepted).
 - c. Serve as the Committee on Programs, Courses, and Curricula regarding matters uniquely graduate in character.

E. Undergraduate Studies Committee

1. Membership: The Director of Undergraduate Studies (as chair) plus at

least two faculty members (at least two of these three shall be tenured or tenure-track faculty members), one graduate student, and one non-voting undergraduate student member, and such ex-officio members of the Undergraduate Advising staff as the Director of Undergraduate Studies designates. The faculty members shall be appointed by the department chair from a slate of candidates provided by the Faculty Advisory Committee.

2. Functions

- a. Formulate and recommend policies to the Departmental Assembly and department chair regarding all aspects of the undergraduate program except functions specifically assigned to the Undergraduate PCC Committee.
- b. Serve as an advisory committee to the Director of Undergraduate Studies.

3. Undergraduate Program, Curricula, and Courses Committee

- a. Membership: A subcommittee of the Undergraduate Studies Committee consisting of the Director of Undergraduate Studies and the tenured and tenure-track faculty members serving on the Undergraduate Studies Committee.
- b. Functions: Formulate and evaluate proposals in regard to undergraduate courses and requirements for the undergraduate degree, and refer such proposals to the Departmental Assembly; and serve as the departmental Honors Committee.

F. Human Subjects Review Committee

1. Membership: The members of the Human Subjects Review Committee shall be appointed by the chair in consultation with the Faculty Advisory Committee.
2. Function: Review proposed department research involving human participants as required by the University's Institutional Review Board or departmental policy.

G. Salary Advisory Committee (established in Departmental Merit Policy)

1. Membership: The Salary Advisory Committee shall consist of one faculty member from each of the following groups: (1) full professors, (2) associate professors, and (3) assistant professors, instructors, and lecturers on tenure leading lines.
2. Selection: The Salary Advisory Committee shall be directly elected by the tenure-track and tenured faculty after receiving a report from the Faculty Advisory Committee nominating members for that year. In formulating its

nominating report, the Faculty Advisory Committee shall seek diversity in gender, race, and scholarly interests.

3. Function: The Salary Advisory Committee shall provide recommendations to the department chair regarding the awarding of merit dollars for all faculty members on permanent budget lines under the review of the department chair.

H. Steering Committee of the Center for Political Communication and Civic Leadership

1. Membership: The Committee shall consist of five voting members including the Director and a Department of Communication graduate student. A majority of the Committee shall be faculty members in the Department of Communication. The Committee may add non-voting ad hoc members as it feels are necessary to fulfill its duties.
2. Selection: The Committee shall be appointed according to departmental procedures after consultation with the Center Director. In selecting new members, the department shall take care that there be continuity on the Steering Committee.
3. Functions: The Steering Committee functions as the policy-making body of the Center, and the Committee may exercise additional duties as specified in the Center's bylaws.

I. Administrative Committee

1. Membership: The Administrative Committee shall consist of the Department Chair who shall chair the committee, the Director of Graduate Studies, and the Director of Undergraduate Studies. The Outreach Coordinator, the Budget Officer, and other appropriate administrative officers of the department may also meet with the Committee on issues that fall within their purview.
2. Functions: The responsibilities of this Committee are administrative rather than policy making.
 - a. Work with the Department Chair in coordinating the various operational activities of the department.
 - b. Work with the Department Chair in formulating the scheduling of departmental course offerings.
 - c. Such other coordinating duties as shall be assigned by the Department Chair and/or the Faculty Advisory Committee.

J. Meetings of Standing Committees

1. All standing committees shall meet at least once per semester.
2. Except when immediate action is required, committee members shall be notified no later than one week prior to a meeting.
3. Meetings may be called in the following ways:
 - a. By the committee Chair.
 - b. By a written petition of one-third of the committee members.
 - c. By resolution of the committee.
 - d. By department chair.
4. A quorum of any committee shall be a majority of its members (unless specified at a higher level in published policies of the committee).
5. Robert's Rules of Order (newly revised) shall govern problems of parliamentary procedure not covered in this Plan of Organization.

III. Grievance Procedures

- For all grievances, the department shall follow applicable procedures contained (or implied) in the University's Graduate School Catalog, Undergraduate Catalog, and the Faculty Handbook or any successors to these policies.

IV. Amendments

- Amendments to this plan of organization shall be presented in writing to the Faculty Advisory Committee. The Faculty Advisory Committee shall then submit them with its recommendation to the Departmental Assembly. A three-fifths majority of members present and voting shall be required for adoption.

Adopted: May 1989

Last Revised: February 1, 2002

Appendices

Appendix A Policy on Merit Pay Distribution

V. Authority and Responsibility

- The department chair has the authority and responsibility to determine merit

increases with the approval of the Dean. However, the department chair is required to follow the provisions of the Merit Pay Distribution Plan which follows.

VI. Merit Pay Distribution Plan

A. Conformity, Approval, and Amendment. This plan and any future amendments to the plan must be consistent with the UMCP Policy on Merit Pay Distribution and must be approved by a majority vote of the faculty of the department in a secret ballot.

B. The Salary Advisory Committee

1. The Salary Advisory Committee shall provide recommendations to the department chair regarding the awarding of merit dollars for all faculty members on permanent budget lines under the review of the department chair.
2. The Salary Advisory Committee shall be directly elected by the tenure-track and tenured faculty after receiving a report from the Faculty Advisory Committee nominating members for that year. In formulating its nominating report, the Faculty Advisory Committee shall seek diversity in gender, race, and scholarly interests. The Salary Advisory Committee shall consist of one faculty member from each of the following groups: (1) full professors, (2) associate professors, and (3) assistant professors, instructors, and lecturers on tenure leading lines.

C. Procedures

1. The Salary Advisory Committee shall provide merit recommendations to the department chair based on evaluations of faculty members that give significant attention to all of the following areas of faculty performance: teaching and advisement; research, scholarship, and creative activity; and service.
 - a. Evaluation of each area of faculty performance shall be based on specific criteria.
 - i. Teaching and Advisement. The criteria used to evaluate teaching shall include extent of teaching participation, command of teaching subjects, disciplinarity of instruction, organization of course and instructional activities. The criteria used to evaluate advisement shall include availability to students, effectiveness of advisement, and student satisfaction with advisement.
 - ii. Research, Scholarship, and Creative Activity. The criteria used to evaluate research, scholarship, and creative activity shall include quality, significance, and continuity of the faculty member's activities, particularly insofar as these may be observed in published research, conference

presentations, and evidence of research in progress.

- iii. Service. The criteria used to evaluate service shall include the extent and significance of the faculty member's activities in the interests of the University, the profession, and the community.
 - b. The evaluation shall reflect faculty member performance over at least the three previous years.
 - c. Length of employment shall not be the major determinant of merit recommendations by the Salary Advisory Committee or of merit determinations by the department chair.
2. The chair may such other advise from the committee on issues related to salary as s/he sees fit.
3. The department chair shall supply the Salary Advisory Committee with all information to be used in evaluating [the performance of] each faculty member.
4. The Salary Advisory Committee shall prepare its recommendations in a meeting of the committee held annually during the Spring Semester and at other times as necessary. All members of the committee must be present at this meeting.
5. Recommendations to the Chairperson shall be in dollar increments.
6. The Chairperson shall report his or her final salary recommendations to a meeting of the Salary Advisory Committee at which the chairperson shall receive comments of the committee on the awards.
7. The Chairperson shall be available to discuss salary with any faculty member who so requests.

Approved by Tenure and Tenure Leading Members of Faculty -- April 1, 1994

Appendix B

Workload in the Department of Communication

VII. Statement of Standard Workload

- A. The Standard Workload is a definition of the overall goal for distribution of faculty activity for the department. Individual members of the faculty will vary from this workload as their contributions to the department are various. The standard workload can serve, however, as a starting point for the planning of individual faculty loads.

1. Standard Work load in the Department of Communication shall consist of the following for full time faculty:
2. Research: Being a doctoral department in a research university, faculty are expected to conduct an active and continuous program of research resulting in published work in the discipline's bookstream or journals. Research will constitute approximately 35 percent of the workload. (University standard: 35-45 percent)
3. Instruction: The stewardship of knowledge implies passing the fruits of our research to students. All members of the faculty will participate in instruction. Instruction will constitute approximately 50 percent of the workload (or the equivalent of five course units per year) (University standard: 45-55 percent) divided as follows:
 - a. Classroom: Faculty will teach in both the graduate and undergraduate programs of the department as assigned by the chair. Classroom instruction will constitute approximately 40 percent of the workload (or the equivalent of 4 course units per year).
 - b. Directed Research and Individual Studies: The department's graduate program commits it to active participation in the advising and committee work consequent to the education of advanced students. Directed Research and Individual Studies will constitute approximately 10 percent of the workload (or the equivalent of 1 course unit per year).
4. Service: Participating in the life of a university and a discipline requires that the faculty be active citizens of the department, the college, the university, and the profession. Service will constitute approximately 15 percent of the workload. (University standard: 5-15 percent)

B. Relationship of Departmental Workload definition to the University Policy.

1. Research: The Departmental definition is within the University's guideline range.
2. Instruction: The Departmental definition is within the University's guideline range. The University has developed a profile for providing instruction in Communication which features heavy involvement of graduate teaching assistants. As a result of this profile, the instructional effort of full-time faculty features a heavier commitment to graduate courses and directed research than would be true in departments with a normal faculty/graduate student ratio. Consistent with the University guidelines, departmental instruction may consider class size, development of new courses, modality of instruction, and level of instruction in defining instructional load.
3. Service: The Departmental definition is within the University's guideline range. Because many service activities are required within departments

regardless of faculty size, a small department will have a higher percentage of service demands. This service demand is also exaggerated in departments with service courses staffed by teaching assistants and supervised by faculty. Both of these factors dictate a heavier proportion of effort to service in Communication than in many departments. In addition, our department has assumed a leadership role on campus and in our discipline. As a result of these factors our service load is near the maximum specified by University guidelines.

VIII. Annual Planning and Accountability Procedures

- A. Individual Faculty Workload Planning: Each year, in the spring prior to construction of schedules for the next academic year, the faculty member and the chair shall determine the faculty member's projected workload distribution for the following year. This may follow the standard distribution or a variation from it based on estimates of prospective research, instructional, and service commitments. This determination shall involve assessment of professional development of the faculty member and the needs of the department.
1. Planning agreements shall include at least the following: an estimate (by percentage) of the workload distribution for the coming year; an agreement on the number of classroom assignments for the coming year; any assignments of teaching or research assistants to the faculty member; any extraordinary service commitments that require adjustments to workload distribution; any compensatory arrangements dictated by accountability review in previous years. Agreements should generally provide explanation for activities which justify deviation from standard workload.
 2. In addition to distribution of effort, university policy recognizes that certain conditions may lead to prospective workload in excess of full-time during a given semester. It is entirely appropriate under such circumstances to adjust classroom teaching assignments to reattain full-time load, to assign teaching assistants to courses or research assistants to faculty, or to negotiate arrangements in which faculty are compensated for excessive load in the current semester with reduced classroom assignments in subsequent semesters.
- B. Individual Faculty Workload Accountability: Each spring, faculty shall provide the chair with data permitting an assessment of the workload during the current academic year compared to the planned workload. Because precise planning is difficult and opportunities occur without regard for even well-constructed plans, this process shall allow adjustments in the future to be assigned by the chair in consultation with the Faculty Advisory Committee. Such adjustments may result in additional assignments if activity has fallen short of anticipated activity in one or more of the areas, or in reduced assignments if activity has exceeded activity in one or more areas.
1. Excessive workload may be compensated by either:
 - a. Assignment of a research assistant in subsequent semesters,

- b. Equivalent release from teaching assignment in subsequent semesters, or
 - c. appropriate adjustments of workload distribution in subsequent semesters.
- 2. Faculty may "bank" excess load for up to a period of two years for achieving recognized professional development goals.
- 3. Faculty members released from courses by course load compensation are not relieved of other duties except after submission of a formal proposal for, and granting of, leave by the university.
- 4. Every faculty member will teach at least one course per year unless participating in an approved sabbatical or leave.
- 5. Agreements for compensation may be timed so as to recognize both the faculty member's earned compensation and the department's needs.

Adopted by the Departmental Assembly, 9 September 1994