



PART II, STANDARD 1. MISSION, GOVERNANCE AND ADMINISTRATION

Part II, Standard 1. Mission, Governance and Administration

BEFORE THE VISIT: As part of the self-study process, the unit should self-report data directly into ACEJMC's searchable database, <https://lookup.acejmc.org>, by the time of the site visit. Instructions are at <http://www.acejmc.org/resources/acejmc-database-instructions-2>.

During the visit, the unit should provide the following in the workroom or access to:

- **internal reports on curriculum, educational policy, etc.**
- **files related to searches and hiring decisions regarding administrators**
- **files related to concerns and complaints expressed by faculty, staff or students**

Executive Summary

The School of Communication + Journalism (SCJ) is an ACEJMC accredited institution that houses the Department of Communication and the Department of Journalism + Media. The SCJ is part of the College of Communication, Architecture + The Arts (CARTA) at FIU and its faculty is internationally recognized for its work in researching the effects of social media, media literacy, organizational communication, advertising and public relations, health communication, climate change and issues of power, race and ideology in journalism.

The previous ACEJMC site team reported that the School had made “excellent progress” during that six-year accreditation cycle. Among the unit’s strengths, the team wrote, “Enthusiastic, hard-driving students who combine academic study, professional practice, and campus and community engagement with full- and part-time jobs.” Progress during the most recent six years, however, has in many ways eclipsed the previous cycle in scale, scope and trajectory. The School is guided by the College mission: “Through teaching, engagement, research, and creative activities, the College drives the information, innovation, and cultural economy of South Florida and beyond.”

The SCJ has approached that challenge by addressing the news, information and communication needs of the community through its approach to experiential learning. SCJ students learn and innovate in intensive, full-immersion professional learning environments that produce news, information and community engagement for the region. That approach started in the previous accreditation cycle with the creation of several immersion programs. The School has since launched the [South Florida Media Network](#); the [BOLD Strategic Communications Agency](#); the [Steven Cruz Institute for](#)

[Media, Science + Technology \(SCI\)](#); the [Student Training and Employment Program \(STEP\) with Univision Network](#); the [iSTAR \(Immersive Studio for Altered Reality\)](#) and, most recently, the highly competitive [NBCU Diversity, Equity & Inclusion Fellowship](#), in partnership with NBCU Academy, among others to serve as the model in this curricular design. The expansion into these dynamic programs was made possible through a heavy focus on external fundraising and a collaborative and energetic faculty supporting entrepreneurial partnerships. The revenue generated by these new programs has led to additional experiential learning opportunities for students, which allow the School to continue to build on its hallmark of scholars producing important research and professionals leading immersion programs and producing impactful journalism and mass communication work on all platforms.

The SCJ offers a multitude of undergraduate and graduate courses focused on providing skills and aptitudes to succeed in today's expanding world of media and communication, including web-based, interactive and digital communications — through broad, and highly technical and field-specialized content that evolves as rapidly as the media and the industries themselves. Its teachings blend traditional best practices and ethical foundations with the relevant skills and hands-on experiences needed to produce global communicators in the 21st century. The School's constantly evolving, digitally focused curriculum is driven by a robust assessment process that leads to both short-term tactical changes implemented virtually every semester and longer-term strategic development of new programs, initiatives, and degrees.

The rapid progress is attributable to highly collaborative faculty members who participate fully in the life of the School. Through their committee and administrative work, faculty contribute to the unit's day-to-day operations, proposing ideas and sharing in decisions about the curriculum, academic policies, equipment and technology, facilities and faculty development. Faculty-at-large meetings are held multiple times during the academic year, and committees meet with varying frequency, depending on their respective charges. Faculty members are also engaged in the process of long-range planning, and the College continues to make systematic progress toward its strategic goals, which has included the creation of one new degree and five new majors in the past six years.

The two departments in the SCJ - the Department of Journalism + Media and the Department of Communication - function as independent units. Each department has at least one associate chair or staff member who assists the chair on matters of student concerns, schedule, etc. Faculty from both departments are involved in the College's Faculty Assembly and have representation in the University Faculty Senate. SCJ faculty

lead College initiatives like the Diversity, Equity and Inclusion Task Force and serve on initiatives like the Technology, Innovation and Education Task Force.

The SCJ is guided by CARTA's core values of freedom of thought and expression; excellence in teaching in the pursuit, generation, dissemination of knowledge and creativity; respect for the dignity of the individual; respect for the environment; honesty, integrity and truth; diversity; and strategic, operational, and service excellence.

1. Describe the administrative structure of the unit, including to whom the unit administrator reports to within the university. Include names and titles. The information should extend from the lowest level of administrative responsibility within the unit to the institution's chief executive officer.

The administrative structure of the School of Communication + Journalism (SCJ) comprises the Department of Communication and the Department of Journalism + Media. The departments are led by Department Chairs, Aileen Izquierdo and Susan Jacobson, respectively, who are the academic, administrative, and fiscal heads of their respective units. In the College of Communication, Architecture + The Arts (CARTA), department chairs are recommended by a vote of their faculty colleagues and appointed by the Dean of the College. They serve for a term of four years and may serve, with the consent of the dean, for multiple terms.

Aileen Izquierdo was appointed Chair of the Department of Communication in 2020. Susan Jacobson accepted the position of Interim Chair of the Department of Journalism + Media in 2021 when Teresa Ponte, who had served as Chair since 2007, stepped down to return to the faculty. The SCJ Chairs report directly to Dean Brian Schriener, who reports to Provost Kenneth Furton, who reports to President Mark Rosenberg. Activities related to financing and budget, marketing and strategic communication, strategic planning, faculty affairs, student services and facilities are centralized in the Dean's office. Policies, guidelines and procedures for faculty governance, at unit, College and University level, are outlined in the answers to questions 6 and 7 below.

CARTA DEAN'S OFFICE

Deans and Associate Deans	
Brian Schriner	Dean
Marilys Nepomechie	Associate Dean for Faculty and Program Development
John Stuart	Associate Dean of Cultural and Community Engagement
Katie Rothfield	Assistant Dean of Students and Director of Experiential Learning and Career Services
Directors	
Maria Claverie	Associate Director of Alumni Relations for CARTA
Oliver Ionita	Senior Director of Development for CARTA
Karla Kennedy	Director of Online Learning for CARTA
Jacek Kolasinski	Director of the Ratcliffe Arts and Design Incubator
Lillian Lodge Kopenhaver	Director of the Lillian Lodge Kopenhaver Center for the Advancement of Women in Communication
Ebru Ozer	Strategic Planning + Initiatives for CARTA
Shahin Vassigh	Director of Technology Research Development
Administrative Services	
Lillian Abreu	Research Associate and Program Officer for LLK Center
Lisette Garcia	Executive Assistant to Dean Brian Schriner
Alexa Miranda	Administrative Assistant for Advancement

Jessica Szmuler	Administrative Specialist to Lissette Garcia
Anna Sanchez	Administrative Assistant for Associate Dean of Faculty and Program Development
Jacqueline Thompson	Program Manager, Miami Beach Urban Studios
Facilities	
B.J. Duncan	Building Operations Coordinator for CARTA
Finance	
Karen Baer	Assistant Director of Finance for the SCJ
Robert Brown	Financial Analyst II for the SCJ
Madeline Manzano-Barrera	Financial Analyst for the SOA
Evelyn Martinez	Financial Analyst for Visual Arts
Paulette Rivera	Senior Financial Analyst for Performing Arts
Rashida Taylor	Associate Director of Finance for CARTA
Human Resources	
Sunem Roque	Assistant Director of Human Resources for CARTA
Sharon Spallone	Human Resources Coordinator for CARTA
CARTA Communications Team	
Hansel de Haro	Web Project Manager
Heather Radi-Bermudez	Director

TBA	Account Manager (search ongoing)
Victor Rivas	Junior Account Manager
Student Services – Advising	
Corey Fairfield	Assistant Director for the SOA and the Visual and Performing Arts
Linda Lara	Assistant Director for the SCJ
Student Services – Careers	
TBA	Career Specialist, Assistant Director for Fine Arts, Art History, Theater and Music
John Sotham	Career Specialist for the SCJ
Student Services and Strategic Planning	
Alexandra Rokaw	Manager of Strategic Planning and Student Services and Operations for CARTA

School of Communication + Journalism Staff	
Franchesca Archella	Coordinator, Administrative Services, Journalism + Media
Nancy Bonny	Academic Adviser, Communication
Jose Colon	Academic Adviser, Communication
Brian Friedman	IT Services
Wayde Klipper	IT Manager
Meira Langsam	Senior Coordinator, Communication
Shawanda Mair	Office Coordinator, Communication
Francisco Marrero	Academic Adviser, Communication
Rochelle Patten	Academic Adviser, Journalism + Media

Gabriella Portela	Manager of Academic Services, Communication
Jessica Rodriguez	Research Coordinator
Juliette Saint Louis	Academic Adviser, Communication
Joshua Shear	Equipment/Broadcast Services
TBA	Office Coordinator, Communication
Michael Tarno	Computer Services
Abraham Trewin	Instructional Design Assistant, Communication
Veronica Van Derdys-Palomo	Academic Adviser, Communication
Judith Villiers	Manager, Academic Services, Journalism + Media
Amy Winters	Academic Adviser, Journalism + Media

2. Describe the unit's process for strategic or long-range planning. Provide a copy of the unit's written strategic or long-range plan. This plan should give the date of adoption/revision and any timeline for achieving stated goals. Discuss how the plan provides vision and direction for the unit's future and how it has encouraged and contributed to quality and innovation in the unit.

[Link to CARTA Strategic Plan 2020-2025](#)

[Link to FIU Strategic Plan 2020-2025](#)

CARTA engages in regular strategic or long-range planning every five years. This process engages administrators, faculty, staff, students, alumni and members of the FIU community to identify goals and establish timelines for goal attainment. The CARTA strategic plan guides decision-making processes and resource allocations to help each department and school to focus on achieving its goals within the 5-year period leading up to 2025. Every August the CARTA Dean's office holds a retreat to review progress toward meeting the goals of the strategic plan. Action items identified in August are reviewed again in December.

2015-2020 Strategic Planning Process

After the last accreditation visit in 2015, the then-SJMC dean, associate deans and department chairs started working on a 2015-2020 strategic plan, which was presented

to the faculty for review on January 6, 2014, but never fully ratified before the SJMC merged with CARTA and became the SCJ in Spring 2016. At that point, work began on a 2020-2025 strategic plan for the newly integrated College.

2020-2025 CARTA Strategic Planning Process

The new SCJ, now part of CARTA, was involved in the development of a new College-wide strategic planning process. The CARTA Strategic Plan followed the plan set by the University with goals specific to the areas of Learner Success and Institutional Affinity, Research and Innovation Impact, and Stewardship to be achieved within the five-year period. [CARTA held at least two public meetings](#) during the week of September 21, 2020, about the strategic plan. Feedback was also sought from faculty, staff and students at several department-level meetings. The plan provides vision and direction for CARTA's future in the following ways:

Strategic Priority #1: Amplify Learner Success + Institutional Affinity

- a. To ensure timely graduation and personalized experiences for CARTA students, curricula and courses are evaluated in regards to sequencing, budget allocation, and faculty load to determine how best to help students succeed. Curricula are reviewed to ensure students are provided with industry standard experiential learning opportunities, as well as proper course offerings for a timely graduation.
- b. SCJ as well as the College are prioritizing student engagement opportunities as it relates to on-campus employment, student retention, and building relationships (peer to peer, peer to mentor).
- c. SCJ has created new courses that may lead to new programs to meet industry needs in sports journalism and photojournalism. This was a result of feedback from Advisors and students.

Strategic Priority #2: Accelerate Preeminence + Research and Innovation Impact

- a. SCJ creative activities will now be included to determine the overall "impact" of the programs and faculty as it relates to research.
- b. Faculty are encouraged to participate in leadership positions within organizations.
- c. The College has established a Diversity, Equity and Inclusion (DEI) Taskforce to review current curriculum, programming, and initiatives to determine how to better integrate the new DEI lens into everyday practice.

Strategic Priority #3: Assure Responsible Stewardship

- a. Investments in student employment opportunities, internships, and career advising have been prioritized to ensure students receive a holistic college experience. A designated Career Specialist for SCJ assists students in employment opportunities while they attend FIU and post-graduation. This Career Specialist also works with FIU's Central Career & Talent Development to ensure students receive the most current information on industry practices and standards.

At the time of the last site visit, the review team highlighted that there seemed to be a lack of a three- or five-year plan that defined the distinctive opportunities, priorities and resources for achieving the School's strategic objectives. Recognizing that specificity was needed when developing an achievable plan, CARTA aligned its plan with the University's overarching strategic plan, whose pillars identified elements important to the success of the College and its units. The College 2020-25 plan includes measurable accountability metrics that allow for an achievable plan with deliverables tied to data.

Additionally, the School and its respective two departments have been guided by student success dashboards, created by Dean Brian Schriener, that show headcount, enrollment, retention, graduation rates, faculty-student ratios and other metrics about each department. While not a formal strategic plan, these data-driven dashboards provide each unit with a comprehensive roadmap inclusive of strategic priorities, key performance indicators (KPIs), financial data, human resources, demographics, and student success metrics and goals. In the coming year, the SCJ will build on these dashboards to create formalized strategic plans for each of its respective departments. Recently, the chairs of both departments have begun the process of working with their faculty to draft strategic plans for each department and the SCJ school as a whole. These plans are in early stages and are not ready to be shared but will be made available to the site team when they visit in January 2022.

3. Describe the unit's policies and procedures for faculty governance. Provide in a digital format or make available in the site team workroom a print copy of faculty policy manuals, handbooks or other documents specifying policies, procedures, and the roles of faculty and students in governance and in development of educational policy and curriculum. (Note the passages and pages specific to the directive.)

- [FIU Collective Bargaining Agreement with UFF](#)
- [FIU Faculty Senate Constitution and Bylaws](#)

- [CARTA Constitution](#)

The constitution of the College of Communication, Architecture + The Arts (CARTA) reflects a system of governance that is democratic, collegial, participatory and representative of the diverse backgrounds, disciplines, and opinions of its faculty and constituent academic units. These units are responsible for the day-to-day implementation of CARTA's mission. Faculty governance is a three-legged collegial governance system that includes the CARTA Assembly, the CARTA Dean's Office and the University Provost.

Policies and Procedures

Section V of the [CARTA Constitution](#) outlines the governance of each academic unit within the College on pp. 7-10.

Roles of Faculty and Students in Governance

Section II of the [CARTA Constitution](#), on pages 2-5, outlines the role of the CARTA Assembly, the first leg of the three-legged collegial governance system that also includes the CARTA Dean's Office and the University Provost. The Assembly works in collaboration with the SCJ administration to develop curriculum and the policies that govern the School. The Assembly establishes a number of committees. In addition to the steering committee, there are committees for promotion and tenure; curriculum; and graduate committees. The Assembly may also establish ad hoc committees as deemed necessary. The Assembly also appoints members to the Faculty Senate and University committees related to curriculum and the library, among others.

Since the SCJ joined the CARTA Assembly, the Assembly has considered and made recommendations on a policy for allocating summer classes, adopted the Quality Matters training and course certification for online courses, provided input on the appointment of several faculty members, and considered revisions to SCJ policies on student internships.

The Assembly met two times during the 2020-2021 school year:

- November 5, 2020
- May 6, 2021

Students do not have a direct role in faculty governance. The [Student Government Association](#) (SGA) represents the interests of the students at the University. However, the CARTA Dean meets monthly with a student advisory board, the SGA works directly with the Faculty Senate and the SGA president is on the FIU Board of Governors.

Development of Educational Policy and Curriculum

Curriculum changes include modifying or creating new degree programs, majors, minors, certificates and courses. Changes originate within each Department, where the Chair, faculty and the Department's representative to the College curriculum committee review and discuss the changes and produce required documentation to implement the changes. The curriculum documentation is then reviewed by the College Curriculum Committee where it is either approved or sent back to the Department for modification. Once the changes are approved by the College Curriculum Committee, the documents are then presented to the FIU Faculty Senate Curriculum Committee for approval. If the documents are approved at the FIU Faculty Senate Curriculum Committee, then the proposed curriculum changes are placed before the entire FIU Faculty Senate for a vote. If the requested changes are approved by the FIU Faculty Senate, then the documentation is sent to the Florida State Department of Education in Tallahassee for final approval and implementation. If the requested changes are not approved at any point in the process the documentation is sent back to the Department for modification.

4. How often did the faculty meet during the most recent academic year?

Faculty meet regularly throughout the academic year to review curriculum, discuss changes in Department, College and University policies and to receive updates from Department committees and members of College and University governing bodies. The Dean strongly encourages that professional staff colleagues be invited to Department faculty meetings. The Dean meets with the entire College faculty (full time and part-time) and staff every Thursday via Zoom for 1 hour. The Dean also meets with Department Chairs, Associate Deans, Assistant Dean, and all Directors every Thursday for 1.5 hours.

Department of Communication - Faculty met five times during AY 2020-2021

- August 20, 2020
- October 8, 2020
- November 20, 2020
- January 28, 2021
- April 29, 2021

Department of Journalism + Media - Faculty met nine times during AY 2020-2021

- September 10, 2020
- November 19, 2020
- February 4, 2021
- February 18, 2021
- March 4, 2021
- March 18, 2021
- March 25, 2021
- April 15, 2021
- April 29, 2021

5. List faculty committees and chairs. List any ad hoc committees in operation at the time of the self-study.

- [CARTA Assembly](#)

CARTA faculty were actively engaged in numerous standing and ad hoc committees in operation during the time of this self-study. The faculty committees and chairs are listed below.

FIU Faculty Senators from the SCJ:

Neil Reisner, Department of Journalism + Media, elected 2019

Senate Alternates (1-year term):

Susan Jacobson, Department of Journalism + Media, elected 2020

University Committees

FIU Faculty Senate Standing Committees

- **Faculty Senate Steering Committee**
Neil Reisner, Department of Journalism + Media, 2011-present
- **Graduate Council**
Heather Radi-Bermudez, Department of Communication, elected 2019
- **Sabbatical Leave Committee**
Lorna Veraldi, Department of Journalism + Media, elected 2021

FIU Senate Ad Hoc Committee to Review Constitution & Bylaws

Lorna Veraldi, Department of Journalism + Media, 2020-2021

United Faculty of Florida

Lorna Veraldi, Department of Journalism + Media, Senator 2020-2021; Committee Member of Internal Resolution of Policy Disputes, 2015-2020

CARTA COLLEGE COMMITTEES (SCJ Members)

All representatives are selected by faculty in their respective departments during the first faculty meeting in the fall term.

- **CARTA Faculty Assembly Co-Chair**

Neil Reisner, Department of Journalism + Media, elected as part of a team, 2016-present

- **CARTA Steering Committee**

Nicole Kashian, Department of Communication, elected 2015
Neil Reisner, Department of Journalism + Media, 2016-present

- **CARTA Curriculum Committee**

Susan Jacobson, Department of Journalism + Media, elected 2017

- **CARTA T&P Committee:**

Sigal Segev, Department of Communication, elected 2017
Leonardo Ferrerira, Department of Journalism + Media, elected 2019

- **CARTA Awards Committee – Ad hoc**

Established in 2015 to administer the CARTA Faculty Awards process, review applicants, and select winners. Committee started 2015

Margo Berman, Department of Communication, elected 2018
Neil Reisner, Department of Journalism + Media, 2017-present

School of Communication + Journalism Committees

Department of Communication

Student Assistants Committee: Sigal Segev, Chair

Travel Committee: Nicole Kashian, Chair

GSC Auxiliary Committee: Elizabeth Marsh, Chair
Search & Screen Committee: Davina Clarke, Chair (2020-21)
Search & Screen Committee: Weirui Wang, Chair (2020-21)

FIU Teaching Evaluation Project: Jessica Delgado, Faculty Lead, Communication Department, 2019
Department Tenure & Promotion Committee: David Park, Maria Elena Villar, Weirui Wang, Yu Liu, Communication Department

Department of Journalism + Media

Search & Screen Committees
Alejandro Alvarado, Chair, 2021
Susan Jacobson, Chair, 2020
Michael Sheerin, Chair, 2020
Allan Richards, Chair, 2020
Lorna Veraldi, Chair, 2020

FIU Teaching Evaluation Project: Lorna Veraldi, Faculty Lead, Journalism + Media Department, 2019

Department Tenure & Promotion Committee: Lorna Veraldi, Leo Ferreria, Susan Jacobson, Journalism + Media Department

J + M Scholarship Awards Committee: Lilliam Bustos

6. Describe the faculty's contributions to the administration and governance of the university.

CARTA faculty contribute to the administration and governance of the University via the FIU Faculty Senate. The mission of the Faculty Senate is to provide a process for faculty to play an active and responsible role in academic governance. The Senate is the democratic collegial governance body that the faculty has chosen to govern itself. As the representative of the faculty, it serves as the source of academic authority and as the guardian of policies that govern the academic community.

The Faculty Senate is an integral part of the academic governance of the University. It is essential in steering the University by initiating, reviewing, evaluating and recommending policy. It serves as the faculty's voice in making decisions and policies

on academic matters ranging from admission standards to the requirements for the awarding of degrees. The Faculty Senate expresses the faculty's will on matters of curriculum policy and curricular structure; degree requirements; policies regarding the recruitment, admission, and retention of students; the development reorganization of academic programs; grading standards; and other matters of academic concern. The Chair of the Senate is a member of the University's Board of Trustees.

FIU's Faculty Senate consists of 62 senators elected proportional to the number of faculty members in each of its schools and colleges, with each free-standing school or college having at least two senators.

A number of SCJ faculty members have contributed to the governance of the University through service on University committees over the past six years. Associate Professor Neil Reisner has served the FIU Faculty Steering Committee since 2011. Assistant Teaching Professor Heather Bermudez was elected in 2019 to serve on the FIU Graduate Council and Associate Professor Lorna Veraldi was elected to the FIU Faculty Senate Ad-hoc Committee to Review Constitution & Bylaws in 2020-2021; she also serves as a Senator for the United Faculty of Florida. Also, Professor Veraldi has been a committee member of Internal Resolution of Policy Disputes since 2015.

[The FIU Faculty Senate Constitution and Bylaws](#) specifies the following as its Vision Statement (Preamble, p. 1):

The Senate shares with the University administration the duty to protect academic freedom. It places the welfare of the Academy above parochial interests and participates fully and responsibly in making collective decisions. It recognizes the importance of creating a sense of community within the University. It is committed to promoting equal opportunity and access in all aspects of University life. It recognizes and supports the University's role in the global community. In addition, the Senate is responsive to the special mission of an urban, public University and seeks to strengthen ties with the local community. The Senate's Constitution specifies the following as its "Bill of Collective Rights and Principles of Governance" and holds that the faculty has the collective rights that are set forward here.

The FIU Faculty Senate Constitution and Bylaws outlines a "Bill of Collective Rights and Principles of Governance" that clarifies the scope of collective governance (p.2), which states:

A. Academic freedom is the freedom of faculty members to present and discuss all relevant matters in the classroom and in the public forum; to select instructional materials and determine grades; to pursue all avenues of scholarship, research, and creative expression; to speak freely on all matters of University governance; to speak out in matters of controversy; and to write and act as individuals, all without institutional reprisal or restraint and unhindered from internal or external groups. B. Through collegial self-governance, university faculty members decide and develop the curriculum that will be offered to students within the limits established by state rules and regulations. Faculty members are the academic authorities of the University. C. Each free-standing school or college must have a democratically established collegial governance system. These governance systems and their governing documents may only be revised by democratic vote of the college or school faculty. D. The faculty of each unit of the University have the right to participate in the selection and appointment of their administrators. In particular, department chairpersons and school directors may only be appointed following a free, fair and secret vote by the faculty of the unit. E. The faculty of each unit of the University have the right to participate in the evaluation of their administrators. This right includes participation in the creation of evaluative criteria. Evaluations shall be conducted annually in a process that protects the anonymity of the evaluators. Those to be evaluated include department chairs and school directors, deans, the Provost and the President. Faculty have the right to see the results. F. The faculty of each academic unit, including departments, schools or colleges and the University as a whole, have the right and responsibility to conduct a vote of confidence in their leadership at any time they see fit. G. The Faculty Senate may censure individuals and any formal, organized units when it determines they have violated these rights and principles.

7. Describe the process for selecting, appointing and evaluating unit administrators.

The process for selecting, appointing, and evaluating unit administrators is guided by the Office of the Provost via the [Procedures for Administrative Positions in Colleges/Schools](#). The Deans Selection Process is outlined in pages 4-5, and includes the hiring of a professional search firm, the composition of the search and screen committee, the process of narrowing down candidates and inviting finalists to the campus. Deans are appointed by the Provost for a four-year term, which may be renewed based on performance. Deans are evaluated annually by the Provost, with evaluation based on achieving established performance measures.

The Provost may remove a Dean who is not meeting performance expectations. If a Dean resigns or is removed from office an Interim or Acting Dean will be appointed by the Provost. The Provost may, at any time, remove a Dean who has committed a significant act of misconduct.

The CARTA Constitution draws upon the Provost's guidelines to detail unit-specific processes in the appointment and evaluation of Department Chairs.

Appointments of Unit Chairs

[CARTA Constitution, Article V, Paragraph F, p. 9](#)

1. School or Department Chairpersons, Program Heads, and Directors are nominated by majority vote of the Faculty of their respective units and appointed by the Dean in accordance with university policy and unit governance as described herein.
2. Faculty members have the right to participate in a meaningful way in the selection of their Department Chairperson or School Director, and Program Heads
3. Department Chairs and Directors and Program Heads may only be appointed following a free, fair, and secret vote by the Faculty of each unit.
4. The Dean shall afford great deference to the democratic processes and decisions of the unit on all matters regarding the selection of Chairs and Directors, and Program Heads.
5. Should the position of Chair or Director become vacant, the Dean shall initiate the selection process for a new Chairperson or Director by consulting with the respective unit. This consultation shall include consideration of the option of conducting an external search to seek an outside candidate.
6. When necessary, the Dean may appoint an Acting Chairperson or Director to serve no more than one calendar year or until an election can be held to nominate a Chairperson or Director under the provisions of this Constitution.
7. Chairs and Directors serve a term of four years, which may be renewed or extended following subsequent nomination by unit Faculty held in accordance with the By-laws to this Constitution and unit policy.

Evaluations of Administrators

[CARTA Constitution, Article V, Paragraph F, p. 9](#)

1. The Dean shall evaluate Chairpersons and Directors annually in accordance with university policies.

2. All voting members of the Department or School may participate in an independent evaluation process.
3. Faculty members have the right to conduct a vote of confidence in their Chairpersons and Directors.
4. Criteria for the evaluation of Unit Chairs and Directors, and Program Heads as well as Assistant and Associate Chairs will be provided by the Office of Academic Affairs in consultation with the Faculty Senate.

In the Department of Journalism + Media, Teresa Ponte served as chair from 2007 to 2021. In 2021, the faculty nominated Susan Jacobson as the interim chair, to serve a one-year term until a national search could be conducted in AY 2022-2023.

As noted in the previous self-study, and following a search, the Fall of 2013 saw the hiring of a permanent Chair for what was then the Department of Advertising and Public Relations. This followed a period of two interim chairs, faculty members who had agreed to additional duties for a limited time. The new Chair was identified by a search committee, interviewed by faculty during an on-site visit, and made an offer in accordance with University policy. The Chair elected to leave at the end of his first year for personal reasons. A search for a new chair began in 2014 with the goal of a start date in the Fall of 2015. This search successfully identified a permanent chair, who oversaw the Department for a full four-year term. At the end of the four-year term, the Chair was offered a promotion to another role and an interim chair was appointed for one year. During that year, an outside search was conducted for a new faculty member, who would serve as chair of what was now the Department of Communication. The search was unsuccessful. At the conclusion of the search process, an internal review of the interim chair, Aileen Izquierdo, was followed by a positive faculty vote. Professor Izquierdo was made permanent chair of the Department of Communication in 2019-20. She is now in her second year, contributing to the administrative stability of the Department and its programs.

8. Describe the unit's process for timely and equitable resolution of complaints and concerns expressed by faculty, staff or students.

The SCJ's process for timely and equitable resolution of complaints and concerns expressed by faculty, staff, or students adheres to university policies.

Specifically, faculty complaints and concerns are resolved in accordance with processes in the Collective Bargaining Agreement; staff complaints and concerns are resolved in accordance with processes established by Employee & Labor Relations; and student

complaints and concerns are resolved in accordance with processes outlined in the Student Handbook.

The SCJ adheres to FIU policy and collective bargaining agreements on informal and formal complaints expressed by students, faculty and staff.

Faculty and Staff Complaint Process

The University's [Employee & Labor Relations \(ELR\)](#) Department provides feedback and assists employees who wish to escalate a concern. The information below outlines the difference between a complaint and grievance and provides information on how the different matters may be handled.

Complaints

The University encourages informal resolution to a complaint or work-related concern employees may have either with their supervisor or within their department. The University encourages all employees to first speak with their supervisor and give him/her an opportunity to address the issue. However, if the complaint involves the current supervisor and/or the employee does not feel comfortable discussing it with him/her, employees are encouraged to contact the next level supervisor/department head or contact ELR. If employees are not satisfied with the supervisors' decision, the employee has the option to contact the next level supervisor/department head or ELR for assistance. If the employee elects to contact ELR, a representative will meet with them to discuss the nature of the complaint and recommend solutions to the matter at hand.

If an employee requests that the meeting be kept confidential, ELR will oblige to the extent allowed under law. If an employee discloses illegal activity, including discrimination or sexual harassment, ELR is duty bound to report such matters which may lead to a full-scale investigation. ELR makes every attempt to keep the complainant's identity anonymous but cannot make such guarantees. Retaliation against an employee for filing a complaint is prohibited. If you feel you have been subjected to retaliation, you should contact ELR immediately.

Grievances (in-unit employees only)

The University encourages the informal resolution of employee complaints. To that end, employees should present complaints for review and discussion as soon as possible, and no later than 45 days from the date of the incident, to a University representative who has authority to address such complaints (e.g., supervisor, next-level supervisor,

department head, etc.). Review and discussions should be held with the goal of reaching an understanding and resolution to the complaint in a manner satisfactory to the employee without the need for recourse to the formal grievance procedure prescribed on page 21 of the [Collective Bargaining Agreements \(CBA\)](#). If the complaint is not resolved by an informal discussion, the employee may proceed to file a grievance consistent with the provisions of the Collective Bargaining Agreement. A grievance is defined as a dispute filed with the supervisor concerning the interpretation or application of a specific provision of the Collective Bargaining Agreement. Once a grievance is filed, the University has up to 30 days to respond. Following the conclusion of the formal grievance procedure, the University will render a decision within 15 days. The grievant may further request arbitration to settle the grievance within 45 days of receiving the University's decision. An arbitration hearing will be scheduled within 90 days of the filing for arbitration, and a decision will be made within 30 days of the hearing. The decision of the arbitrator is final.

ELR administers the formal grievance and arbitration process for all in-unit employees, with the exception of faculty (faculty should refer to the UFF Collective Bargaining Agreement or contact Academic Affairs at (305) 348-2168). The formal grievance process is followed according to the provision of each Collective Bargaining Agreement. Therefore, if the employee believes the complaint was not satisfactorily addressed by the supervisor, they have the option of filing a formal grievance and should follow the steps outlined in the respective Collective Bargaining Agreement.

Student Complaint Process

These guidelines are posted on [FIU's Student Affairs](#) website and in the [Student Handbook](#) (pp. 95-98) and are applicable to both undergraduate and graduate students:

For complaints about grades and/or course evaluations:

1. Contact the instructor first
2. If the problem is still not resolved, contact the department chairperson or program director (The Chairs Advisory Council provides a list of academic department chairpersons/directors.)

For complaints about an instructor or program:

1. Contact the department chairperson or program director (The Chairs Advisory Council provides a list of academic department chairpersons/directors.)

2. If the problem is still not resolved, contact the Dean's office

For complaints about administrative services:

1. Contact the administrative office's supervisor, unit manager or director with the complaint
2. If the problem is still not resolved, contact the head of the unit's division, (for example: the Department of Multicultural Programs and Services falls within the Division of Academic & Student Affairs.)

For complaints about an employee:

1. Contact the administrative office's supervisor, unit manager or director with the complaint
2. If the problem is still not resolved, contact the head of the unit's division, (for example: the Department of Multicultural Programs and Services falls within the Division of Academic & Student Affairs.)

For discrimination complaints about another student:

1. Contact the instructor where the event took place, or the supervisor, unit manager or director
2. If the problem is still not resolved, contact the Student Ombudsperson

For discrimination complaints about an employee:

1. Contact the employee's supervisor, unit manager or director
2. If the problem is still not resolved, contact the Office of Inclusion, Diversity, Equity & Access (formerly Equal Opportunity Programs & Diversity)

Student Grievance Process

If the complaint cannot be resolved through the more informal complaint process, students may file a formal grievance. According to the [Student Handbook](#) (p. 97): "The academic grievance procedure is initiated by filing a written complaint with the Faculty Fellow for Academic Integrity. The complaint must be filed within fifteen (15) business days of the date the informal resolution process ends, or within twenty (20) business days after classes begin in the semester following that in which the complaint arose—whichever is later. After receipt, the Faculty Fellow for Academic Integrity, in

consultation with the chairperson of the Academic Grievance Committee, will review the complaint to determine whether it falls within the scope of this policy and whether a formal hearing is warranted.”

If a formal hearing is warranted, a hearing shall be scheduled as soon as possible but no later than 45 business days after receipt of the grievance. The Faculty Fellow shall issue a decision within 15 business days of the hearing. Students may appeal the decision to the Provost's Office within 10 business days. The Provost shall review the appeal within 20 days of receiving it and make a final decision.

Professional master's programs

The professional master's programs adhere to the guidelines of the undergraduate programs, listed above. Each program has its own supplementary Student Handbook that outlines program-specific policies, including admission and retention policies.

[Link to Global Strategic Communication Graduate Student Handbook](#)

[Link to Spanish Language Master's Program Student Handbook](#)

9. Describe the role of the graduate director, other persons or committees assigned to the professional master's program.

The role and responsibilities of Graduate Program Directors are delineated in the [Graduate Program Director's Manual published by the FIU Graduate School](#). On p. 5, the manual outlines the roles of the Graduate Program Director:

1. Supervise and coordinate the administration and governance of studies within the graduate program.
2. Serve as a point of contact for graduate students within the program. Orient and counsel graduate students with respect to program and degree and requirements. Create/update graduate student manual and program website.
3. Act as a liaison between the program, the Associate Dean for Graduate Studies in the College, and the University Graduate School.
4. Enforce University graduate policies and processes of the University Graduate School, the College and graduate program.
5. Ensure students are in compliance with Student Conduct and Honor Code and engage in conflict resolution when needed.

The School of Communication + Journalism professional master's programs include the Master of Science in Mass Communication degree, offered in two tracks: Global Strategic Communications (GSC) and Spanish-language Journalism. Each master's program track is administered by faculty graduate program directors who are charged with working with FIU's Graduate School to ensure that respective programs are compliant with all University policies and procedures.

Global Strategic Communications

The Department of Communication Chair also oversees and serves as the graduate program director for the Global Strategic Communications (GSC) master's program.

The School also has partnered with the FIU Center for Labor Research and Studies to offer students the opportunity to obtain a master's degree in Global Strategic Communications with a Graduate Certificate in Conflict Resolution and Consensus Building. Shortly after its inception, in 2019, BestColleges.com, recognized FIU and its GSC Online program, ranking it #27 on the list of [Top 40 online Master's in Communication programs](#) with a special nod to "Best Certification and Degree Combination". This option, available online and on-campus, provides students with the skills necessary to effectively communicate, operate, and manage complex communication conflicts within the global market. Students are required to complete 30 credit hours in order to obtain the degree (students who are completing the degree and the certificate are also required to complete 30 credit hours) both the degree and the degree plus certificate can be completed in 12 months. In 1994-95, the then-SJMC established the professional master's program. More than 500 graduates have completed the program and moved on to myriad successful careers.

In 2015, one of the tracks in the Master of Science in Mass Communication was updated and shifted from a 36-credit hour program to a 30-credit-hour program. Its emphasis shifted from integrated communications/public relations and advertising to global strategic communications.

In fall 2014, a fully online version of the program was launched and in the last six years, has seen more than 128 percent growth. The GSC graduate director is the point of contact for prospective and current students for the on-campus and online Global Strategic Communications programs. The director advises prospective and current students on course selection, scheduling options, career paths, etc. The director assists with the marketing, outreach and recruitment efforts associated with the programs, and helps craft the program budget and curriculum. The GSC administrative team consists

of the graduate program director, the marketing director and the Senior Coordinator, Academic Services, who supports marketing, scheduling and student admissions.

Spanish-language Journalism

The School also offers a professional master's program focused on Spanish-language Journalism, at the local, national, and international level. The graduate program director, together with the graduate program faculty and Department, shares responsibility for guiding and improving graduate education within the program under the Department of Journalism + Media. Responsibilities include supervising and coordinating the administration and governance of graduate studies within the graduate program and serving as a point of contact for graduate students enrolled in the program.

10. Provide a copy of the written strategic or long-range plan for the professional master's program.

[Link to Spanish-language Journalism Strategic Plan, 2019-2021](#)

Like the College's overall strategic planning process outlined in Question 2, the long-range vision for the professional master's programs is derived from the University's goals. The SCJ graduate programs challenge students to become globally involved and socially conscious communication professionals. Ethnically diverse students engage in research and reporting that advances communication industries and practices and the public interest. As leaders in their fields, SCJ graduates contribute critical thinking, strategic solutions and creative ideas for addressing organizational and community issues.

The Global Strategic Communications (GSC) master's curriculum also focuses more heavily on innovation and leadership, charging graduates with the challenge of helping to invent tomorrow's news future. And it requires master's students to engage in deeper, more complex projects, such as the capstone Professional Project. GSC students also have greater opportunities with a nationally ranked graduate certificate in Conflict Resolution and Consensus Building, done in collaboration with FIU's Center for Labor Studies. Though not through a formal strategic plan, the GSC is guided by a comprehensive roadmap of strategic priorities, key performance indicators (KPIs), financial data, human resources, demographics, and student success metrics and goals.

Recently, the Chair of the Department has asked the faculty to consider the project of developing a strategic plan for the GSC. We will provide an update to the site team when they visit in January 2022.

The mission of the Spanish-language Journalism master's degree is to develop students with superior skills in investigative journalism, critical thinking, and the most advanced multimedia techniques to support freedom of press and accountability in the Americas. The program created a [strategic plan in 2019](#) covering 2019-2021 and will be updating this plan in 2022.

11. Describe the unit's policies and procedures for faculty governance of the professional master's program. Provide online or make available in the site team workroom a print copy of faculty policy manuals, handbooks or other documents specifying policies, procedures and the roles of faculty and students in governance and in development of educational policy and curriculum of the profession master's program. (If these documents are the same as those provided in response to Q. 3, there is no need for duplication. Note the passages and pages specific to the professional master's program.)

[CARTA Constitution](#)

[FIU Graduate Council](#)

[FIU University Graduate School](#) - Provides information on admission requirements and timelines and links to University-level resources related to graduate education.

Policies and Procedures

Policies and procedures for faculty governance of the professional master's programs are the same as those outlined for faculty governance overall. The [CARTA Constitution](#) outlines the governance of each academic unit within the College on pp. 7-10.

Roles of Faculty and Students in Governance and Development of Educational Policy and Curriculum

The FIU Graduate Council is one of the University's Faculty Senate standing committees. Under the guidance and direction of this Council and that of the CARTA faculty governance, the respective graduate program faculty directors are responsible for all matters relating to the School's Master of Science in Mass Communication -- Global Strategic Communications and Spanish-language Journalism -- programs. These include the development of the curriculum and the submission of curricular recommendations to the University Curriculum Committee, the development of admissions standards and review of applications, review of applications for graduate

assistantships, scholarships and fellowships and approval of students' plans of study. These policies are outlined on pages 4-5 of the [Graduate Council Policies and Procedures Manual](#),