

Rules of the Faculty

School of Journalism and Telecommunications

**College of Communications and Information Studies
University of Kentucky**

Revised Summer 2007

(June 8, 2007)

(changes approved in Spring 2007 are in italics)

Distribution of this Document

Copies of this document and any amendments or alterations subsequent to its approval shall be forwarded to all faculty members of the School of Journalism and Telecommunications, all student organizations relating to the School, the Provost, the Dean of the College of Communications and Information Studies, and the faculty of the College. In addition, a copy shall be provided for the School of Journalism and Telecommunications files and another for the School Manual.

I. Authority

A. The authority for this faculty arises from the Governing Regulations of the University of Kentucky and the rules of the Senate of the University of Kentucky. The Faculty of the School of Journalism and Telecommunications shall function as a department until such time as separate departments may exist.

B. History

1. On September 16, 1975, the Board of Trustees approved PR 10:

The present School of Communications in the College of Arts and Sciences with its Departments of Journalism, Speech and Telecommunication shall be abolished, effective immediately, and replaced with a School of Journalism and a Department of Human Communication.

2. On May 4, 1976, the Board of Trustees approved PR 11:

The present School of Journalism and Department of Human Communication shall be separated from the College of Arts and Sciences and continued by the units. This academic reorganization will be effective with the opening of the 1976 fall semester.

3. On April 7, 1981, the Board of Trustees approved PR 7:

The re-establishment of the Department of Telecommunications as an educational unit in the College of Communications, effective with the appointment of a chairperson or acting chairperson for the department.

4. On June 22, 1993, the Board of Trustees approved PR 5A:

The present School of Journalism and Department of Telecommunications will be merged to form the School of Journalism and Telecommunications.

5. On June 22, 1993, the Board of Trustees approved PR 5B:

The merger of the College of Communications and the College of Library and Information Science will take place to form the College of Communications and Information Studies. The newly formed College will have three academic units:

Journalism and Telecommunications, Communications, and Library and Information Science.

C. Authority for School Policy

1. The faculty shall consider matters proposed by committees or faculty members of the School. A quorum shall consist of fifty percent of the voting members of the faculty or those eligible to vote at a particular meeting. A majority vote of the voting members present shall be sufficient for passage except where otherwise provided in these faculty rules.
2. Faculty who believe that the director has erred in carrying out a policy or faculty decision, as approved under Section 1 above, may appeal the Director's decision to the faculty as a whole. A two-thirds majority of voting faculty shall be necessary to overturn a decision by the Director.

II. Faculty

A. Composition

1. Statutory

The Faculty of the School of Journalism and Telecommunications shall consist of the professors, associate professors and assistant professors who have been assigned duties in the School and the Director of the School. In addition, the faculty shall include members of faculties of other colleges or departments who hold joint appointments in the School.

2. Other

Membership, with or without voting privileges, may be extended on a yearly basis to any other person assigned to the School for teaching, research, or administrative work.
[who decides on voting privileges?]

B. Functions

1. Educational

a. The faculty shall establish the educational policies of the School. Educational policies are defined as policies, guidelines, rules, or criteria on such matters as academic requirements, curricula, class schedules, undergraduate and graduate programs, professional programs, service functions, academic advising, and the evaluation of courses and teaching.

- b. The faculty shall make its policy decisions known to the Director of the School and administrative officers of the College of Communications and Information Studies.
- c. Any faculty member may request the faculty to reconsider decisions arrived at by delegated segments of the School.
- d. Any faculty member may submit to the Director a written proposal for action concerning either the academic program or the administrative policy of the School; the Director shall determine whether such proposal shall be channeled through a standing committee or held for the agenda of the next meeting of the faculty.

2. Advisory

- a. The faculty shall make recommendations to the College of Communications and Information Studies Faculty Council on matters which require approval by that body.
- b. The faculty shall make recommendations to the School Director and to the tenured faculty on matters in which either has the responsibility.

3. Procedural

- a. The faculty shall establish with the Director of the School procedures for:
 - (1) Making recommendations on promotions, terminal appointments, decisions to reappoint, post-retirement appointments, and the granting of tenure.
 - (2) Making performance evaluations of School members.
 - (3) Preparing budget requests.
- b. The faculty shall make recommendations on new appointments, reappointments, promotions, tenure, terminal appointments, decisions not to reappoint, and post-retirement appointments as required by the governing regulations of the University.
 - (1) Faculty members on approved leave of absence may, but are not required to, provide written judgments on all recommendations.
 - (2) Faculty members are not required by the governing regulations of the University to make recommendations for promotion affecting members with equivalent or higher rank but are nonetheless invited to make such recommendations. Any faculty member without tenure is invited, but not required, to make recommendations regarding the granting of tenure.
 - (3) The responsibility for making recommendations to the Director on temporary

appointments is assigned to faculty members given the task of identifying candidates for the appointment. Recommendations from other tenured and non-tenured faculty are encouraged but not required.

- c. The Director shall have the authority to call special faculty meetings and will provide sufficient notice based on the circumstances. A petition signed by five faculty members and submitted to the Director shall be sufficient for the calling of a special faculty meeting within a week of the petition being submitted to the Director. The Director's approval is not required.
- d. Distribution of effort is an agreement involving the individual faculty member and the Director of the School, approved by the Dean of the College. Distribution of Effort agreements are negotiated at the time of hire and are reviewed annually. At any time when responsibilities change, a faculty member may request a revision of the current DOE. The tenured faculty shall make recommendations to the faculty for its approval on any DOE issues that arise.

III. School Administration

A. Director

1. The Director of the School is appointed by the Board of Trustees on the recommendation of the Dean of the College, the Provost, and the President. The term of service is four years *with reappointment to a second four-year term contingent upon the approval of two-thirds of the voting members of the School's faculty. The director may be appointed to a third four-year term with the approval of three-quarters of the voting members of the faculty. The director shall serve a maximum of three terms or twelve years. The voting shall take place when faculty members complete a survey as part of the director evaluation process. (See section on Standing Committees, V-H-5-d).*
2. The Director is responsible for implementing the School's program within the limits established by the regulations of the University, policies of the University Senate, and rules of the College of Communications and Information Studies.
3. The Director serves the faculty as its facilitator and is responsible for the operation of the School and such other matters as may be delegated by the faculty.

In addition to routine administrative responsibilities, the Director is responsible for:

- a. Strategic planning.
- b. Oversight of the staff, including listing their responsibilities.
- c. Cultivation and enhancement of School ties to local, regional and national

- communications industries.
- c. Representation of the School at communications functions.
 - d. Helping the School to positively impact the economic well-being of the Commonwealth.
 - e. Enhancement of the visibility of the School, its students and faculty through an ongoing promotional program.
 - f. Establishment and maintenance of procedures to track and anticipate enrollment to facilitate cost-efficient scheduling of courses.
4. The Director shall create such committees as the Director and faculty deem necessary to carry out the duties listed under III.A.3.
 - a. The Director shall serve as an ex-officio, non-voting member of all standing committees except for the Promotion and Tenure Committee.
 - b. Unless requested to do so by a majority of the committee members, the Director shall not serve as a committee chair or otherwise assume committee leadership.
 5. The Director is responsible for initiating recommendations on the appointment of new members of the School consistent with the search policies in Section VII below, promotions, reappointments, terminal reappointments, decisions not to reappoint, post-retirement appointments, and the granting of tenure.
 6. The Director is responsible for implementing a program of School expenditures submitted by the School's Finance and Physical Facilities Committee and approved by the faculty.
 7. The Director shall inform the faculty of any significant departure from this expenditure program. The Director shall inform the faculty at the next scheduled faculty meeting or sooner if circumstances warrant after any such change.
 8. The Director shall present a budget report at the first faculty meeting of the fall and spring semester.
 - a. The fall report must include an accounting of expenditures of the preceding academic year and a proposed budget allocation for the academic year just beginning. The spring report must include such information for the remaining part of the academic year.
 - b. Budget areas covered in both portions of the report shall include, but not be limited to, School accounts for travel, printing, duplicating, telephone, materials and supplies, equipment, and discretionary accounts, such as the Hearst Foundation

account, The First Amendment Center, and any categories associated with these accounts.

9. The Director is responsible for the periodic evaluation of members of the School faculty and staff by procedures and criteria established by the University, the College and the School faculty.
10. The Director is responsible for making recommendations on salaries and salary changes.
11. The Director shall provide new faculty and staff members with copies of these rules at the onset of their employment with the School.

B. Sequence Coordinators

1. Each of the School's majors shall have a sequence coordinator to be appointed by the Director. This person shall be known as the "major coordinator."

2. The major coordinator will serve at the pleasure of the director and may be removed by the director at any time without cause. However, the director will consult with the faculty members in the major before making a decision on the appointment or removal of a major coordinator.

3. The major coordinator duties will include, but are not limited to:

- a. Planning and submitting the course schedule for each upcoming semester
- b. Finding part-time instructors to teach classes
- c. Working with the Director and faculty on issues of importance to the major such as enrollment, pre-major and major requirements, advising, grades, and other issues related to the functioning of the major.

d. Meeting at least once a semester with the other major coordinators and the Director to discuss issues of importance to the School and the specific majors.

4. Major coordinators may be compensated for their work in one or more of the following ways with the director deciding which, if any, is the most appropriate form:

- a. Increasing their faculty development fund;
- b. Augmenting their salary to reflect the work as major coordinator during the merit review process;
- c. Receiving a stipend at the end of each semester to be determined by the

director, pending availability of funds.

C. Staff

1. The responsibilities of at least one staff assistant in the School shall include those of secretary to the faculty.
2. Faculty members shall not ask any School employee to help with personal work that is not School-related during normal hours of business.
3. The faculty secretary shall be responsible for maintaining and having available the Rules of the School of Journalism and Telecommunications, University and College regulations that affect the School, academic requirements, minutes of faculty meetings, minutes of the College Faculty Council meetings, and annual reports from School committees.

D. School Manual

1. The School Manual shall include the Rules of the School of Journalism and Telecommunications, University and College regulations that affect the School, academic requirements, minutes of faculty meetings, minutes of College Faculty Council meetings, and annual reports from School committees.
2. The manual shall be current for the academic year and shall be revised prior to the beginning of each fall semester.
3. Material from previous years shall be archived according to the academic year by the faculty secretary.

IV. Assembly

A. Meetings - The meetings shall be governed by Robert's Rules of Order, Revised.

1. Regular

- a. The faculty of the School of Journalism and Telecommunications shall meet on the first Monday of each month during the academic year when school is in session, from September through May.
- b. Should the first Monday of the month fall upon a University holiday, the faculty shall meet the following Monday.
- c. Other faculty meetings may be called by Director of the School, the Dean of the College of Communications and Information Studies, the President of the University, or the procedures established above in Section II.B.3.c.
- d. A special meeting may be initiated by one-third of the School's voting members

upon written notice as to the purpose of the call. Such written notice to the Director requires the Director to call a meeting within one week, providing said week is within the normal academic calendar.

B. Notification

Notification of a meeting normally shall be at least four days before a meeting, emergency and special meetings excepted. Notification shall include the meeting agenda.

C. Voting

1. Each member with voting privileges shall have one vote.
2. A faculty member unable to attend may submit his or her vote by written proxy to another faculty member.
3. If two-thirds of the voting members of the faculty present at a meeting so decide, an item not on the agenda can be discussed and a vote can be taken on the matter at the current meeting.

E. Chair

1. The chair shall be held by the Director of the School. In the Director's absence, the faculty member holding the highest academic rank with the most University of Kentucky service shall serve as chair.

F. Secretary

1. The secretary shall record the minutes of each meeting and shall distribute the minutes to all faculty members in a timely manner.
2. The secretary shall provide a file of all minutes for the School Manual.

V. Standing Committees

- A. The School shall have these standing committees: Academic Affairs; Finance and Physical Facilities; Professional Relations and Alumni; Grievances; Promotion and Tenure; Scholarship; Student Appeals; Synergy; Diversity.
- B. Committees shall function during the academic year and during the summer if a sufficient number of committee members are available and the matters to be considered are of substantial importance. Should a new committee not be appointed, the old committee shall continue to function until a new committee has been appointed
- C. The second week of April, the Director shall circulate for approval the slate of members

for all standing and ad-hoc committees proposed for the next academic year. The faculty will consider the slates at its regular May meeting.

- D. The proposed slate of committee members shall be included on the agenda of the May faculty meeting. At that meeting, the faculty shall decide the composition of all standing committees.
- E. Each chair of a standing committee shall be selected by the committee members from among their leadership during the month of May.
- F. When circumstances warrant, a brief report shall be given by each committee chair during each faculty meeting.
- G. Each chair shall submit a brief annual report to the Director by the end of the academic year and is responsible for providing a copy of this report to each faculty member, a copy for the School file, and a copy for the School Manual.
- H. The responsibilities of each standing committee shall be:
 - 1. Committee on Academic Affairs
 - a. The committee shall make recommendations to the faculty and the Director on:
 - (1) Policy and guidelines on academic programs and courses of study;
 - (2) Assignment of teaching loads, including recommendations on and review of equitable and appropriate use of part-time instructors and teaching assistants, and needs for additional faculty and identification of new positions;
 - (3) Developing policies on student appeals from denial of admission to the School.
 - 2. Committee on Finance and Physical Facilities.
 - a. The committee shall make recommendations to the faculty on:
 - (1) The School budget;
 - (2) Requests for capital equipment;
 - (3) Repair, maintenance, alterations, renovations, and other changes to the School's physical facilities;
 - (4) Use of School facilities and equipment;
 - (5) Assignment of space for offices, research, laboratories, storage and other School operations;
 - (6) Allocation of Faculty Development Fund resources (See VI.B.).
 - b. The Committee will meet during the summer if a sufficient number of members are

available.

3. Committee on Professional Relations and Alumni

a. The committee shall make recommendations to the faculty on:

- (1) Policy and guidelines concerning appropriate liaison with professional organizations and media;
- (2) Identification of professional personnel to assist in instruction and other activities for the School;
- (3) Internships for students and faculty;
- (4) Student recruitment;
- (5) Placement of graduates;
- (6) Identification of media trends;
- (7) Liaison with alumni of the School.

b. The staff person who holds the position of Communications and Alumni

Coordinator shall be an ex officio member of this committee.

4. Committee on Grievances

a. Faculty members in each major program in the School shall elect a faculty representative to the Committee on Grievances.

b. The committee shall include two faculty members at the rank of associate professor or higher and one assistant professor if available.

c. The slate for the Committee on Grievances shall be submitted, with other committee slates, at the May faculty meeting.

d. The committee may consider any individual or group concern or complaint, from faculty or students, regarding any action by the School or within the School.

- (1) After consideration of such matters, the committee shall recommend a course of action to the concerned parties and to the faculty.
- (2) All matters coming before the committee shall be kept confidential until a final decision is made by the committee. Documents from the meetings will be kept confidential unless public access to those documents is required by the Open Records Law.
- (3) If a member of the Committee on Grievances is involved in a matter before the committee, the other two members shall select a replacement for the duration of

the matter in question.

5. Committee on Promotion and Tenure

a. All tenured faculty except the Director shall be members of this committee.

b. *The committee shall elect a chair from among its members no later than the second week of the fall semester. That person shall serve until the end of the academic year.*

c. The committee shall carry out the following duties and other duties assigned by the Director:

(1) Perform two-, four- and six-year reviews of untenured faculty members;

(2) Perform reviews in other years as needed;

(3) Review faculty for promotion to full professor;

(4) Make recommendations to the Director on academic issues facing the School

d. The committee shall conduct a biennial review of the Director during the third week of April. By the last week of May, the results of that review shall be distributed to the Director, the faculty, and the Dean of the College. Faculty confidentiality shall be maintained in this review.

(1) *The chair of the committee, in consultation with the committee's members, shall schedule a special faculty meeting to which all members of the faculty will be invited. At the meeting, the director's performance and whether the director should be recommended for another term will be discussed. Faculty members who attend the meeting are not required to speak.*

(2) *Following the special faculty meeting described above, the chair of the committee, in consultation with the committee members and other faculty who want to participate, shall create a survey that will be distributed to all members of the faculty. The survey will include both fixed responses and space for narrative comments.*

(3) *On the final page of the survey, each voting member of the faculty will have the option of voting for or against recommending another term for the director. This section of the survey shall constitute a formal vote that will determine whether the director is recommended for another term. (See section on director terms, III-A-1). The survey responses will be included in the final report even if the faculty member declines to cast a vote at the end of the survey. Once completed, the surveys shall be returned to the chair of the committee.*

(4) *The chair of the committee will prepare a report for the faculty, the director, and the dean based on the results of the survey. The results of the votes cast at the end of the survey will also be included. The report shall reflect, to the extent it is reasonable to do so, the University's criteria for evaluating unit heads as established in the Administrative*

Regulations (AR II-1.0-6, pp. 13-14). See Appendix I below.

6. Scholarship Committee

a. This committee will consist of three members of the faculty, one from each of the majors, to be appointed by the Director.

b. The committee shall review applications for scholarships, solicit comments from faculty members when appropriate, and make recommendations to the Director.

c. The committee shall make recommendations on other issues related to scholarships including, but not limited to, how to increase the number of scholarship applicants; what criteria should be used to determine which students are awarded scholarships; and other issues related to the scholarship program.

d. The committee will work with the Director to encourage contributions to the scholarship funds.

7. Committee on Student Appeals

a. This committee shall consist of three members of the faculty, one from each of the majors, to be appointed by the Director.

b. The members shall meet as a committee to decide whether students denied admission to the School should be admitted. Except under extraordinary time constraints, individual members of the committee shall not make the appeals decision alone. Two of the three members of the committee must agree for an appeal to be successful.

8. Committee on Synergy

a. The committee shall seek to improve unity among the School's faculty members by increasing awareness of each other's teaching, research, and service interests. The committee shall encourage an environment of collegiality and cooperation.

b. The committee shall organize academic events, colloquia, and social events designed to help achieve the goals set forth above.

9. Committee on Diversity

a. The committee shall advise the Director and faculty on ways to attract and retain minority students, faculty, and staff.

b. The committee shall coordinate the School's action plan in accordance with

the College's affirmative action policy.

c. The staff person who holds the position of Director of Student and Multicultural Affairs shall be an ex officio member of this committee.

I. The School shall have a student advisory council to consult with and make recommendations to the Director and faculty. The council will include pre-majors and majors. The members of the advisory council will be appointed by the major coordinator in consultation with the Director and faculty in that major. The council will meet at least once a semester. The Director will meet with the student council from time to time and when appropriate, will report the results of those discussions to the faculty.

J. The School will establish and maintain an advisory board.

1. The Board shall be known as the School of Journalism and Telecommunications Advisory Board. If the name of the School is changed, the advisory board's name will be changed to reflect that.

2. The Director, in consultation with the faculty, will appoint members of the Board.

3. The members of the Board will be drawn from the Journalism, ISC, and Telecommunications professional communities.

4. The Board will meet at least once each semester and will work with the Director and faculty on issues and projects that advance the interests of the School. When appropriate, the Board will meet with members of the faculty.

5. The Board will carry out the following functions:

(a) Exchange information with the faculty about developments in the professional communities that help the faculty to improve the educational experience of students and their prospects for employment;

(b) Help the director of the internship program to develop internship opportunities within the professional communities;

(c) Learn about the School's three majors, financial needs, technology requirements, and other issues.

(d) When appropriate, provide support for the School when communicating with University officials, legislators, and citizens.

K. The Director shall consult with the School's faculty on such matters as the selection of the Creason lecturer, inductees to the Hall of Fame, and other similar functions or activities.

VI. General Matters

A. Course scheduling

1. Each sequence major coordinator is responsible for proposing the program's course schedule according to the sequence's major's curricular needs and to the input of its faculty members.
 - (a) Typically, each faculty member will propose to his or her sequence major coordinator a specific assignment for the semester or semesters under consideration, including courses and times that support the program's needs.
 - (b) After soliciting information from individual faculty members, the sequence coordinator will prepare a full schedule request for the program. After each faculty member sees the schedule, the coordinator will submit the schedule request to the Director.
 - (c) The Director will compile schedule requests from each program into a full School schedule. The Director will depart from the requests only if the needs of the School require it or if there is duplication or conflict.
3. Assignments to summer and evening classes must be available to all faculty members with the exceptions noted below:
 - (a) Priority consideration will be given to courses which are central to a major or are more likely to achieve minimum enrollment requirements.
 - (b) The final decisions in cases of conflicting requests shall rest with the Director, whose guiding principle shall be to provide opportunity to those who have been granted it less frequently.
4. Courses which are major requirements will be offered at least once each academic year.
 - (a) The School recognizes the need of some students for evening classes. Thus, where feasible, the School will strive to offer a night section of each course which is central to a sequence at least once every two years.

B. Faculty Development Fund

1. A Faculty Development Fund shall be a category in the School's annual budget. The fund shall include all portions of the School budget specifically allocated for faculty

development. This money is to be used for books, software, instructional materials, travel, and other items which would aid the professional development of individual faculty members.

2. Money from this fund shall be used solely for faculty development.
3. Each faculty member shall be allotted an equal share of the money budgeted for faculty development. The Director shall not be subject to this limit.
4. As part of his or her budget report at the first faculty meeting of the academic year, the Director shall inform the faculty of the specific amount in the budget for faculty development and individual allotments for the year.
5. The Director shall make decisions on faculty requests from the Faculty Development Fund.
6. If by March 1 of the academic year a portion of a faculty member's development allotment remains unspent, and if that faculty member has no plans to spend the remaining amount, the Director shall add that allotment to the funds available for others.

C. Student Organization Advisors

1. Faculty members will serve as advisors to student organizations as a service to the School.
2. An advisor typically serves a one-year period and may serve longer if another faculty member does not request to serve as advisor.
3. At the end of each one-year period, the Director must inform the faculty of the service option and determine who will serve as the next advisor for each student organization.

D. Course Evaluations

1. Course evaluations will be conducted for every class each semester.
2. The faculty secretary will make evaluation materials available to faculty members and other class instructors within 24 hours of receipt of such materials.

VII. Search Policies

- A. The Director shall appoint members of the search committee, designating one member of the committee as chair.
- B. The search committee, in consultation with the Director, shall decide which candidates should be interviewed on campus. The chair of the search committee shall extend the invitation to the candidate.
- C. After all candidates have been interviewed for the position, the search committee shall meet with the Director to discuss the candidates.
- D. A faculty meeting will then be held in which the search committee and the Director report to the faculty on all candidates. Although members of the search committee may state their preference for candidates, the search committee itself will not formally rank candidates.
- E. A second faculty meeting shall be held no earlier than 24 hours but no later than one week after the faculty meeting described above. At the second meeting, the faculty will rank candidates. The Director will begin negotiations with the candidate who receives the strongest faculty support as shown by a two-thirds vote of those present.
- F. The faculty has the option of deciding during the first faculty meeting (item “D” above) that a second meeting is not necessary or that time does not permit such a meeting to be held, and therefore, it will rank candidates at the initial meeting.
- G. If the faculty has indicated its support for a candidate, the Director shall offer the position to that candidate and begin negotiations. If it does not work out with that candidate, the faculty will be consulted (either through e-mail or at a meeting) about extending an offer to another candidate. At either meeting described above (items “D” and “E”) , the faculty has the option of authorizing the director to go to the number two candidate if negotiations fail with the first candidate without further consultation with the faculty.
- H. At all meetings involving the hiring of faculty, a quorum shall consist of 50 percent plus one of the voting members of the faculty.

VIII. Amendments to the Rules

- A. Formal review of the Rules of the School of Journalism and Telecommunications shall be held during the fall semester every fifth year.
- B. The review process shall be conducted by an ad hoc committee appointed by the

Director. The committee shall:

1. Announce the initiation of the review procedure at the first faculty meeting of the academic year, and invite individuals to submit to the committee written recommendations for rules revision. The deadline for these recommendations shall be the first Monday of November.
 2. Assess the rules in terms of their efficacy in serving the needs of the faculty, and evaluate the written recommendations for revisions.
 3. If the committee feels revision is necessary, prepare a proposed revision of the rules.
 4. Before the first Monday of December, give copies of the proposed revision to every faculty member, including the Director, to all staff members in the School, and to the Student Advisory Council.
 5. Ask all recipients to respond in writing, to the committee by the end of the last class week of the semester.
 6. Evaluate reactions to the proposal and prepare a final proposed revision. This shall be presented for a vote at the faculty meeting in March. The revision shall require approval by two-thirds of voting faculty members present.
 7. If the revision is approved by the faculty, see that copies of the new Rules of the Faculty, with the month and year of the revision, are made and distributed to the Director and all other faculty members of the School, all staff members of the School, the Provost, and the Dean of the College of Communications and Information Studies. In addition, copies shall be provided for the School Manual and for the School files.
- C. Should a need arise for a review of the rules before five years have elapsed, an early review may be petitioned by a two-thirds majority of the faculty.

Appendix I.

University Administration Regulations related to the review of department heads

AR II-1.0-6

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IV. Leadership and Administrative Skills Performance Criteria. The following criteria shall guide the assessment of CAO performance in all reviews. The Office of Institutional Research, Planning and Effectiveness shall maintain an inventory of evaluation survey items related to the criteria to include a set of items common to all CAOs and additional items specific to CAO positions. The CAO and the CAO's supervisor may also agree upon additional, more specialized criteria and

items targeting a unit's particular functions.

A. Demonstration of effective leadership, including but not necessarily limited to:

1. Developing and specifying goals, objectives and key indicators to align with the university-wide strategic plan;
2. Implementing unit plans and strategies for achieving unit goals and objectives;
3. Promoting innovative and creative approaches;
4. Building and maintaining support for unit goals and objectives;
5. Engaging in regular, evidence-based evaluations of unit performance;
6. Establishing and maintaining open lines of communication;
7. Representing unit strengths, achievements and needs in the wider university community and beyond;
8. Modeling openness and accessibility, honesty and integrity, and consensus-building and collegiality in all interactions within the unit; and
9. Requiring strict, unit-wide adherence to all university anti-discrimination policies.

B. Demonstration of effective personnel management and development, including but not necessarily limited to:

1. Ensuring a work environment characterized by respect, dignity and fairness for all personnel;
2. Recruiting and retaining the best-qualified individuals;
3. Ensuring the unit contributes to the fulfillment and sustainability of university diversity goals;
4. Supporting the on-going development of all unit personnel;
5. Setting high expectations and acknowledging and rewarding demonstrated excellence;
6. Ensuring evidence-based assessment of personnel performance;
7. Making appropriate personnel decisions based on performance assessment results;
8. Implementing a systematic review of current and future key positions and identifying and developing potential candidates to fill vacancies that occur;
9. Ensuring consistent, unit-wide compliance with all human resource policies and procedures.

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C. Demonstration of effective organizational management, including but not necessarily limited to:

1. Ensuring collaborative, evidence-based and timely decision making throughout the unit;
2. Advocating for the unit in university budget and resource development/allocation processes;
3. Ensuring consistent and timely unit compliance with all University reporting and other administrative/business requirements, policies and procedures;
4. Allocating unit resources in support of unit goals, objectives and priorities;
5. Engaging in and encouraging efforts to obtain external resources in support of unit goals and priorities;
6. Ensuring all levels within the unit are well-informed about issues, priorities, and expectations of the wider university community.

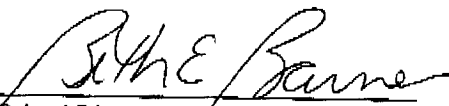
These rules of procedure have been created and approved by the faculty of this School, pursuant to the authority granted by the Administrative and Governing Regulations of the University of Kentucky. These rules do not become effective until approved by the Dean of the College of Communications and Information Studies and the Provost of the University, as indicated by their signatures below.

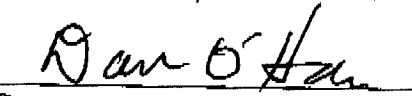
A current copy of the approved rules for this School is available in the office of the Director of the School, the Dean of the College, and the Provost's office.

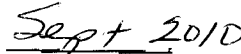
Signature Page

These rules have been created and approved by the faculty of the School of Journalism and Telecommunications, pursuant to the authority granted by the *Administrative and Governing Regulations* of the University of Kentucky. These rules are effective on the date when approved by the Dean and Provost as indicated by their signatures below. Any modifications to these rules must also be approved by the Dean and Provost before the modifications take effect. A current copy of the approved rules for the School of Journalism and Telecommunications is available in the office of the educational unit chair/director (if applicable), the Dean of the College, and the Provost. A copy of these approved rules will be posted online at the University Senate website.

Approval by the faculty: Revised June 8, 2007


School Director


Dean


Date


Provost, University of Kentucky