

Communication Studies

Departmental Manual of Operations and Procedures

Department of Communication Studies

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I. Authority of the Manual of Operations and Procedures

This Manual of Operations and Procedures contains the operating procedures for faculty governance of the Department of Communication Studies. The Department shall follow the Manual of Operations and Procedures and operating rules of the University and the College of Liberal Arts and Sciences, and shall follow the Manual of Operations and Procedures in this document as a supplement thereto. Once approved by the Department and the College, this Manual of Operations and Procedures become effective immediately and shall be followed in all Departmental business touched by this document. The document shall be circulated to all faculty at the start of each academic year and its review placed on the agenda of one of the first three faculty meetings of the year. The review shall ensure that the document is consistent with current University or College procedures, that weblinks are updated and that any amendments to departmental practice are incorporated into it, the latter requiring approval by the College.

II. Faculty Membership and Eligibility to Vote

A. Definition of Faculty Membership

1. The faculty is composed of all persons with budgeted appointments as tenured or tenure-track faculty in the Department, whether full-time or with a positive percentage appointment.

2. Unsalaries secondary (zero time) appointments of tenured or tenure-track faculty on the budget of other units of the University and adjunct faculty appointments may also be made. The terms of appointment of each such faculty member, including voting rights, shall be determined by the faculty and be included in the offer of appointment.
3. Lecturers may also be appointed to limited term positions, which may or may not be renewable.

B Rights and Responsibilities of Faculty

1. The power to make departmental policy resides with the faculty in properly convened departmental meetings. Policy making by the department will be conducted within the framework of policy established by the College of Liberal Arts and Sciences, the Graduate College, and the University. Individual faculty members fulfill these responsibilities in accordance with the University's policy on professional ethics and academic responsibility.
2. The Department distributes teaching and service assignments to faculty and provides guidance through periodic reviews to ensure that all faculty are participating appropriately and equitably in the teaching, research, and service missions of the Department, College, and University.
3. Departmental business shall be conducted primarily through regular department meetings, and by two standing committees: Undergraduate Affairs Committee and a Graduate Affairs Committee. Faculty members shall normally be allocated to services on either Undergraduate Affairs Committee or Graduate Affairs Committee. No faculty member may ordinarily serve simultaneously on more than one, except that the DEO is ex officio a member of both.

C. Rule of Eligibility for Voting on Issues Raised at Departmental Meetings

1. The voting faculty is composed of all persons with budgeted appointments as tenured or tenure-track faculty in the Department, whether full-time or with a positive percentage appointment and all unsalaried secondary (zero time) appointments of tenured or tenure-track faculty on the budget of other units in the University and adjunct faculty appointments who were granted such rights at the time of appointment. Where such appointees presently exist but were not explicitly granted voting rights, they shall have no voting rights. Lecturers may attend faculty meetings, as indicated in IVB below, but may not vote and are not eligible faculty for purposes of establishing a quorum.

III. Officers and Standing Committees

A. Delegated Powers and Duties of the Departmental Executive Officer (DEO)

1. The DEO is the chief administrative officer of the department and ex officio the chair of the departmental meeting. The DEO's primary responsibility is to administer the policies established by the faculty and the College.
2. The DEO has administrative responsibility for recommending faculty appointments and promotions, developing the department's curriculum, overseeing the work of its graduate assistants and staff, evaluating its faculty, ensuring that P&S staff are evaluated, managing the budget and mentoring junior faculty. The DEO is also responsible for assignment of faculty and staff to offices, and supervision of budgetary expenditures and of the preparation of the course schedules. The DEO shall consult with the faculty on the development of the budget and other matters.
3. The DEO is appointed by the Dean of the College with the advice of the departmental faculty and the approval of the Provost. The new DEO shall take office at the beginning of the academic year and normally serves for a three year term with the possibility of renewal for one additional three year term.
4. Acting DEO. In the event of the DEO's incapacity or extended absence from campus, the Chair of the Graduate Affairs Committee or the Chair of the Undergraduate Affairs Committee, whoever is senior in rank, will normally perform the functions of the DEO, until the DEO returns to service or a new DEO is appointed. The appointment of the acting DEO is subject to approval by the Dean of the College of Liberal Arts and Sciences.

B. Undergraduate Affairs Committee (UAC)

1. The Undergraduate Affairs Committee (UAC) takes primary responsibility for periodic recommendations and reports to the DEO and faculty on matters requiring coordination, including: a) review and development of the undergraduate curriculum, course offerings (including cross listing of courses), and degree requirements, form and content of brochures, *Catalog* copy, and other materials that describe undergraduate programs and degree requirements; b) policies and procedures related to Departmental responsibilities for undergraduate advising, including involvement in and arrangements for the Departmental Orientations for majors, internships and honors programs, and the coordination of the orientation for incoming TAs; c) policies and procedures for outcomes assessment of the undergraduate programs; d) establishment, review and implementation of standards and procedures for such appeals.
2. One or more faculty from within UAC will deal with appeals and petitions for waivers from Departmental or University requirements, subject to the applicable procedural requirements of the College of Liberal Arts and Sciences and the Graduate College.
3. The UAC shall be chaired by a Director of Undergraduate Studies (DUS) appointed by the DEO for one-year term, but who is eligible for re-

appointment. Selection of the DUS shall normally take place at the end of the Spring Semester each year.

4. The UAC shall also normally include three additional faculty members other than the DUS. The faculty committee members will normally be appointed by the DEO with the advice of the DUS at the end of each spring semester for one-year terms and are eligible for reappointment. Two graduate student representatives will also be chosen by the DEO, in consultation with GSAC (Graduate Student Advisory Council), from students serving as TAs in the Department.
5. The UAC shall hold meetings at least three times each semester and may hold other special meetings as needed. Time, date, location, and agenda for each meeting shall be publicized to all Departmental teaching faculty and TAs so that interested groups or individuals can submit suggestions or make presentations, except that meetings to discuss appeals or particulars of any individual student's case shall be closed meetings.

C. Graduate Affairs Committee (GAC)

1. The Graduate Affairs Committee (GAC) takes primary responsibility for periodic recommendations and reports to the DEO and faculty on matters requiring coordination, including: a) Graduate curricula, course offerings (including approval of cross-listings), degree requirements; form and content of recruitment brochures and materials, *Catalog* copy, *Handbook for Graduate Students*, and other materials describing graduate programs and degree requirements; b) policies and procedures related to the recruitment and admission of graduate students (including development of recruiting materials, handling of inquiries, nature and timing of follow-up contacts, orientation); c) policies and procedures pertaining to the evaluation of graduate student performance, the monitoring of student progress, defining the plateaux of graduate student experiences in the Department and setting standards for normal and satisfactory progress. d) developing guidelines for faculty and students regarding the participation of graduate students in the teaching, research, and service functions of the Department; drafting such guidelines, assuring adequate student input to proposed guidelines; the revision and distribution of the *Guide for TAs in the Dept. of Communication Studies*; e) policies regarding levels and patterns of graduate student support. With the advice and consent of its program representatives, the GAC will manage graduate curricular offerings by semester, having final approval of departmental offerings at the 200-level and above and negotiating with the UAC offerings at the 100-level.
2. One or more faculty from within GAC will deal with appeals and petitions for waivers from Departmental or University requirements, using criteria laid out in the *Handbook for Graduate Students in the Department of Communication Studies* but subject to the applicable procedural requirements of the College of Liberal Arts and Sciences and the Graduate College.

3. The GAC shall be chaired by a Director of Graduate Studies (DGS) appointed by the DEO for a one-year term, but who is eligible for re-appointment. Selection of the DGS shall normally take place at the end of the Spring Semester each year.
4. The GAC shall also normally include the Departmental Administrative Assistant and three faculty members appointed at the end of the Spring Semester by the DEO in consultation with the DGS to reflect the broad interests of the Department. Two graduate students shall also be selected by the DEO in consultation with the Graduate Student Advisory Council (GSAC). All faculty and student members are appointed for a one year term but may be reappointed.
5. The GAC shall hold meetings at least three times each semester and may hold other special meetings as needed. Time, date, location, and agenda for each meeting shall be publicized to all Departmental faculty and graduate students so that interested groups or individuals can submit suggestions or make presentations, except that meetings to discuss appeals or particulars of any individual student's case shall be closed meetings.

D. Graduate Student Advisory Council (GSAC)

The graduate student body shall be invited at the start of each academic year to elect five representatives reflecting the broad interests of the Department to serve jointly as a Graduate Student Advisory Council (GSAC) and they shall have the right to attend and participate in departmental meetings within the limits defined elsewhere in this manual and to represent the graduate students to the faculty.

IV. Departmental Meetings

- A. **Regular departmental meetings** shall normally be scheduled for the second and fourth weeks of the month and shall be chaired by the DEO. Additional meetings may be called at the discretion of the DEO provided that forty-eight hours advance notice is given and the nature of the agenda described at that time.
- B. **An agenda** shall be circulated to all faculty, staff and graduate students or posted at least twenty-four hours before any regularly scheduled departmental meeting. Adjunct and visiting faculty, Lecturers and the GSAC representatives of the graduate students and office staff may attend and contribute to the discussion in all meeting except during discussion of personnel matters or other matters ruled as confidential by the DEO.
- C. **Minutes** of departmental meetings are to be kept by a departmental meeting secretary appointed by the DEO on the recommendation of the faculty. The appointment, made during the preceding semester, is for one semester but may be renewed, subject to faculty approval. The meeting

secretary will summarize the substance of discussion on each matter, and record verbatim all official actions. Minutes shall be copied and circulated following each meeting and shall be formally approved (after correction if necessary) as the first item of business at the next succeeding meeting. Matters arising from the minutes, as approved, shall be the second order of business.

- D. At departmental meetings a **quorum** will consist of two-thirds of the faculty eligible to vote (excluding members on leave). Decisions shall be based on a simple majority of those present who cast a vote and those absent who have submitted a written vote to the meeting secretary. Abstentions will not count as votes in defining a majority; absentee votes will not count in establishing a quorum.
- E. For all matters concerning the conduct of meetings that are not adequately covered by these operating procedures, **Robert's Rules of Order** will be the guide.
- F. **New business** normally may not be raised and voted on at the same meeting where it is first raised.
- G. **Note:** Meetings at which confidential personnel issues are discussed (e.g., meetings of the Departmental Consulting Group for tenure and promotion decisions, meetings of the tenured faculty to discuss probationary faculty reviews) are **NOT** "departmental meetings" and are not governed by this section of the departmental manual of operations and procedures but by the relevant rules of the College of Liberal Arts and Sciences.

V. Appointment and reviewing of faculty

- A. The Department will follow the procedures of the College of Liberal Arts and Sciences for proposing and seeking approval for **tenure-track searches**.
 - 1. When a proposal for a tenure-track search is to be prepared, the DEO will appoint a committee that reflects the broad interests of the department to prepare the proposal. The Department Executive Officer (DEO) will designate one faculty member to chair the committee.
 - 2. The committee will write a proposal for the position, following the College's guidelines and including teaching responsibilities and expectations, research/creative expectations, service expectations, rank, and desired qualifications. The committee will then report its recommendations to the Department faculty for approval before transmittal to the DEO, who will then seek the approval of the Dean of the College.

3. Once the search has been authorized by the Dean, the Department follows the policies and procedures of the College and University for faculty searches (see the College's website, <http://www.clas.uiowa.edu/faculty/recruitment/index.shtml>). The DEO will appoint a search committee that reflects the broad interests of the department. At least 2 student appointments will also be made in consultation with the Graduate Student Advisory Council (GSAC). The DEO will designate one faculty member to chair the search committee.
4. The chair of the search committee will circulate the approved job description as widely as possible among those who might qualify, attending especially to methods for reaching female and minority applicants. He or she will assemble for each applicant a file consisting of academic vita, samples of research/creative work and/or expert reactions to such work, and, where appropriate, a transcript.
5. After a reasonable time for collecting applications, each member of the search committee will independently rank the files of the applicants. The chair will then convene the committee as often as necessary to decide on the order in which applicants will be proposed to the faculty for invitation to the campus for an interview. Such decisions of the committee will be made by formal vote, and the chairperson will keep a record of the vote, separately for students and faculty. This vote serves as a recommendation to the faculty of the department, who will then determine which candidates will be proposed to the College for invitation for personal interviews. If approved by the College's Pre-Interview Audit, on-campus interviews of the top candidate or candidates are to be held in all but quite extraordinary circumstances. Following the interview or interviews, the search committee will meet to evaluate the candidates and to determine whether an appointment or additional interviews can be recommended to the total Departmental faculty. If not, unless the faculty as a whole overrides the committee, the search will be terminated for the current year. The Department may ask the Dean to approve recommencing the search in the subsequent academic year. Before this meeting, the complete set of records accumulated by the search committee will be made available for study to all members of the Departmental faculty.
6. Decisions to recommend the hiring of tenure-track faculty are made by the faculty of the entire department at meetings called for that purpose by the DEO. Student members of the search committee are also eligible to attend, join in the discussion, and vote at such meetings, though the DEO will record their votes separately from the faculty votes. He or she will report the decision and will summarize the discussion of the committee. The faculty and students in attendance will then discuss the candidate and other possible candidates and by formal vote decide whether to recommend offering the position. If the

decision is negative, the activities of the search committee will resume as before.

7. If the decision is affirmative, the DEO will report the recommendation to the Dean, indicating his/her agreement or disagreement. In the case of a disagreement, the DEO will explain in writing to the departmental faculty the basis of the disagreement and will also explain to the Dean the reasoning behind the vote of the faculty. If the Dean agrees with the faculty recommendation, s/he will transmit it to the Office of the Provost and the Office of Equal Opportunity and Diversity for approval. Once all approvals are received, the DEO will convey the offer to the candidate in writing, using the offer letter approved by the College and by Central Administrative offices.

B Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor and Visiting Professor are temporary appointments, normally not to exceed one year. They must be authorized by the Dean. The letter of offer includes a terminal date for the appointment.

C Renewable Lecturers

After approval by the faculty, the DEO may request searches for, and appointment of, renewable Lecturers for limited term appointments. Such lecturers are considered by the College as regular (not temporary) faculty. Procedures for making such appointments are to be found at http://www.clas.uiowa.edu/deos/admin_manual/faculty_appt/8.shtml. Normally the usual departmental search procedures for regular faculty will be employed for filling such posts. Terms and conditions for appointment and annual review will be included in the offer letter.

D Appointment Shared By More Than One Department

1. When a candidate accepts a budgeted appointment joint in Communication Studies and another department, the new faculty member meets with the College's Executive Associate Dean and with both DEOs to agree upon how the expectations for teaching, scholarship, and service in each department will be met. This agreement will be formalized in a Memorandum Of Understanding drafted by the College. The Memorandum Of Understanding may be revised over the course of the joint appointment, with the consent of the faculty member and DEOs.
2. The University and Collegiate procedures for review of faculty with joint appointments must be followed.

E. Review And Reappointment Schedule

The Department will follow the procedures and timetables for faculty review published on the website of the College of Liberal Arts and Sciences (<http://www.clas.uiowa.edu/faculty/review/index.shtml>).

1. **Annual reviews of probationary faculty** will be conducted in a convened meeting of the tenured faculty members of the Department who are senior in rank to those being reviewed. One purpose of this meeting is to generate ideas which are to be passed on to the faculty member for the reinforcement or improvement of his or her teaching, research or creative work, or service to the Department, including advising. In some reviews, typically third-year reviews, this group must make a recommendation for or against reappointment and the College requires a 60% majority vote in favor of a recommendation for reappointment
http://www.clas.uiowa.edu/faculty/review/annual_rvw.shtml#thirdyear
. See the College's website (http://www.clas.uiowa.edu/faculty/review/annual_rvw.shtml) for the procedures for annual review of probationary faculty.
2. **The College/University Procedures for Promotion and Tenure Decision-making** are at http://www.clas.uiowa.edu/faculty/promotion_tenure/index.shtml. The expected date of the review for tenure and/or promotion is specified in the offer of appointment. The College requires a 60% majority vote in favor of a recommendation of tenure and promotion
http://www.clas.uiowa.edu/faculty/promotion_tenure/dept_h.shtml
3. **Once tenured, faculty members will be reviewed at least once every five years.** The College's procedures for five-year tenured faculty review are at http://www.clas.uiowa.edu/faculty/review/tenured_fac_rvw.shtml. The College and Department have Standards for Tenured Faculty Review that are to be applied in each of these reviews. The Collegiate Standards are at <http://www.clas.uiowa.edu/faculty/review/TenFacStandards.pdf>
The Department Standards are at <http://www.uiowa.edu/commstud/resources/DeptTenFacStandards.pdf>
4. The College will formulate a schedule that provides for a peer review or a promotion review of each tenured faculty member over a five-year period, updating the schedule to account for leaves, resignations and other changes. The DEO will not be included on the review schedule during her or his tenure in office. Faculty who have announced in writing that they intend to retire within a year need not be included on the review schedule; faculty on phased retirement are not exempt until their final year of service. A review for promotion during the five-year period postpones the next peer review by five years.

5. The College's procedures allow for either a standard or an extended tenured faculty review. The College will determine in the year preceding the review which process shall apply.

F. General Review Procedure

1. The DEO will start a file on each faculty member, at the time of the faculty member's initial appointment. It is the responsibility of the faculty member to submit for this file evidence of teaching activity (course syllabi, assignments, grading criteria, letters, and the like) and research/creative activity (reprints of publications, copies of convention papers, reviews of creative work, letters, and the like.) Summaries of student course evaluations, which each faculty member should have administered in all courses each term, are also placed in the file.
2. At the beginning of each year, the DEO will appoint review committees consisting of appropriate faculty members, as defined in the procedures for each type of review cited in section E, above.
3. The chair of the committee will convene the committee to discuss specific assignments. The committee then will meet with the person under review to discuss. Then, the committee will begin work, applying the criteria appropriate to the review (see the sections below on the Departmental Criteria for Faculty Rank and the Departmental Standards for Tenure Faculty Review located at this webpage: <http://www.uiowa.edu/commstud/resources/DeptTenFacStandards.pdf>).
4. Reports of the committees will be presented to the faculty eligible to participate in the review, following the procedures specific to that review.

G. Departmental Criteria For-Faculty Rank

The University Qualifications for Rank and the Collegiate Criteria for Faculty Rank are available on links from this webpage:

http://www.clas.uiowa.edu/faculty/promotion_tenure/criteria.shtml . **In addition to meeting the University and Collegiate criteria**, candidates must meet the following criteria of the Department of Communication Studies:

1. **Teaching** In all educational programs of the University, detailed and substantial evidence of effective teaching should be included in recommendations for promotion. Evidence should be drawn from both faculty and students. Faculty are asked to evaluate not only ACE form summaries, but also the objectives, methods, and materials of courses that have been designed and taught by the individual, and they may, upon agreement with the individual, visit classes or view videotapes of class sessions. Where appropriate, the committee will examine workshop materials, convention presentations concerned with teaching, textbooks, work done for publishing companies dealing with textbook proposals and materials, and any other materials relevant to

the pedagogy of the individual's area or discipline. Service on Qualifying, Post-qualifying and MA or PhD examination committees shall also be considered and assessed.

2. Research Scholarship or Artistic Production

- i. Research and Scholarship.* For most members of this department, the maintenance of an active research and scholarly writing program is essential. Review committees are expected to read an individual's scholarly books, book chapters, articles in refereed and non-refereed journals, magazines, convention and conference papers, and, if offered, any work in progress at the time of the review. The following criteria will be applied by the review committee and other members of the department when evaluating research and scholarly writing:
 - a Criteria for Rank of Tenured Associate Professor:
 - i. Regularity of Publication.* The department expects its tenured faculty members to present their work to the intellectual community frequently; regularity of publication will thus be a criterion used in decisions about tenure and promotion.
 - ii. Significance of the Work.* Review committees look for signs that scholarly work is significant; typical measures of significance include (1) positive recognition and quotation by other scholars in the area, (2) signs that an individual goes beyond descriptive research and into theoretical questions of import, and (3) publication in refereed, national and international journals widely recognized as important in one's field.
 - iii. Scholarly Growth.* An individual's publication record should illustrate intellectual growth; more recent publications and convention papers, for example, should be more penetrating and intellectually rich than earlier works.
 - iv. Coherence.* The review committees will be concerned that an individual's scholarly work fit into a "research program," into a kind of pattern which demonstrates that the person is systematically and consistently moving toward intellectual goals in his or her research and scholarship.
 - b Criteria for Rank of Professor:

In addition to the above criteria, other considerations for promotion to Professor include:

 - i. Distinction.* A Professor in the department is expected to have his or her research and scholarly writing adjudged to be of highest quality. Typical measures of distinction include (1) books published by recognized presses in one's field, and, if available, copies of reviews of those books; (2) positive recognition of one's contributions to a field in the form of

scholarly awards for work done, prestigious grants and fellowships for new work, laudatory citation in the work of others, essays in prestigious journals, convention or conference programs devoted to a person's work, invitations to be considered for or to join the faculty of prestigious programs in one's field (copies of which should be placed in one's departmental file); and (3) testimony from an outside expert in one's primary field of work.

ii. *Reputation.* Given the importance of national visibility especially to the department's graduate programs, Professors should be taking the lead in maintaining the department's scholarly reputation. Signs of a strong national (and even international) reputation include: (1) appointment or election to posts of importance in international, national, and regional professional associations; (2) invitations for visiting professorships and guest lectureships at prestigious institutions in one's field; (3) invitations to write review or survey essays in books over viewing one's field; (4) positive citation in the work of other scholars; (5) invitations to review the faculty and departmental operations at other institutions; (6) appointment to editorial boards of important international, national, and regional journals; (7) invitations to address important universities or research groups; and the like.

iii. *Impact.* Beyond distinction of thought and reputation as a professional, Professors in this department ought to be able to demonstrate the impact of their work—the fact that they have made some important intellectual difference in the academic community. Measures of impact can include: (1) the appointment of one's graduate students to important posts; (2) the publication of work done by students and guided by the faculty member; (3) an indication that others are using concepts, ideas, or frames of thought traceable to the individual's scholarly work; (4) even an indication that other strong scholars feel the need to attack one's work, thus taking it into account seriously; (5) book and scholarly journal editorships; and the like.

II *Artistic Production.* For some faculty, as specified in their letters of appointment, artistic creation is an alternative or supplement to published scholarly research. Although an individual may engage in both scholarly writing and artistic creation, and while both should be evaluated by review committees, excellence in one or the other will be required for a recommendation of promotion and tenure. Criteria for evaluation of artistic work parallel those set forth for research and scholarship.

- a. Criteria for Rank of Tenured Associate Professor:
 - i. Frequency and Regularity of Exhibition. Tenured faculty members are expected to regularly and frequently produce and exhibit new work locally, regionally, nationally and even internationally.
 - ii. Significance of the Work. Review committees look for signs that artistic work is significant; typical measures of significance include (1) reviews of one's work, (2) exhibition in juried artistic festivals widely recognized as important in one's field, and (3) awards received at juried exhibitions.
 - iii. Artistic Growth. An individual's artistic products should show signs of artistic growth by demonstrating interests in new areas of experimentation and new conceptual fields or art forms.
 - iv. Coherence. An individual must be able to demonstrate that his or her art work has a kind of conceptual or artistic coherence.
- b. Criteria for Rank of Professor:
 In addition to the above criteria, other considerations for promotion to Full Professor include:
 - i. Distinction. Typical measures of distinction include (1) prestigious awards for one's artistic works, (2) prestigious grants and fellowships for the creation of new work, (3) positive reviews of one's art products, and (4) citation of one's work in the critical writings of others.
 - ii. Reputation. The review committee will look for ways in which a person's reputation is attested to locally, regionally, nationally, and internationally. Typical indications of this would include (1) invitations to artistic festival as an exhibitor or a judge, (2) requests for commissions of one's work, and (3) the housing of one's work in museums or other permanent collections of artistic work.
 - iii. Impact. Given the closeness with which university artists and their students work, review committees also take into account the degree to which an artist's students produce work which is recognized by others in the field.

3. Service

While "service" is a term covering potentially a multitude of different activities, and hence while review committees may be willing to consider a great variety of professional activities in its name, the department generally evaluates professional service in the following categories:

- a. Departmental Service. Amount and quality of service on departmental standing committees, search committees, and

work as an adviser of undergraduate students, and a supervisor of TAs.

- b. Collegiate and University Service. Amount and quality of service on committees, task forces, boards, assemblies or senates, and the like of the College of Liberal Arts & Sciences and the University.
- c. Professional Service. Amount and quality of work in local, state, regional, national, and international professional organizations; service on editorial boards; work for scholarly and pedagogical publishing houses; and work for non-professional organizations but in professional ways (e.g. workshops on film making through the Iowa City Public Library, parliamentarian for an organization, help in preparing advertising campaigns for charitable organizations, and the like, so long as the service makes use of one's professional skills).
- d. Non-Professional Service. Individuals seeking promotion and tenure certainly may indicate the range of non-professional service they offer to individuals and organizations locally, and beyond, although generally such service will not be taken into account as a factor to be evaluated by the review committee.

VI. MENTORING OF PROBATIONARY FACULTY

1. All Department members, especially review committees, share responsibility for the mentoring of untenured faculty and serving as a resource to assist probationary faculty in their development as teachers, as scholars, and as contributing members of the university community. However, the DEO shall be particularly responsible for ensuring that new and junior faculty receive guidance in the following ways: meeting with each new faculty member very early in the faculty member's first semester to explain and discuss Departmental policies and procedures; meeting with each probationary faculty member at least once a semester to give the probationary faculty member an opportunity to update the DEO on recent activities and to solicit advice; meeting early in the faculty member's service with the new faculty member and appropriate other faculty and staff to give advice specifically on the advising of students; meeting during the first semester to discuss the evaluation process and in the second semester to discuss the ACE ratings received and to give advice and guidance as appropriate; meeting with the faculty member to discuss the preparations necessary for the annual salary review.
2. Probationary faculty may sit in on the Qualifying exams, prospectus meetings and defenses of graduate students in their first or second semester before themselves serving on such committees.

3. Probationary faculty members should regard other faculty members as resources for discussing: manuscripts and grant proposals; publication outlet; securing of outside funding; the timing of certain activities (e.g., book vs. manuscript publication, service on national bodies, chairing of committees); proper balance between teaching, research, and service; possible directions of research; identification of possible research collaborators; University-wide and National professional socialization of the probationary faculty member (e.g., sponsor memberships, informal lunches, etc.)

VII. TRAINING AND PROFESSIONAL DEVELOPMENT OF TEACHING ASSISTANTS

The DUS in consultation with the DEO and Administrative Assistant are responsible for organizing each year an orientation for new Teaching Assistants in the Department and for periodic review of the *Guidebook for TAs in the Department of Communication Studies*. The DEO shall appoint a faculty advisor for each course and the individual faculty members who are advisors for particular courses are also responsible for the continuous training and professional development of Teaching Assistants on those courses. Faculty advisors shall meet with TAs as required to review syllabi, discuss grading; act as semester-long sounding boards; give support and advice over difficulties; review and approve the TAs grades before they are submitted to the DEO; and discuss course evaluations for a previous semester's teaching as soon as practicable in the early weeks of the succeeding semester. TAs have the right to see information added to their files concerning their teaching performance.

VIII. Procedures for Amendment of the Manual of Operations and Procedures

This Manual of Operations and Procedures may be amended by a two thirds majority vote of all eligible faculty conducted by ballot. Proposed amendments must first be formally proposed and discussed at a regular faculty meeting. After discussion of such a proposal the faculty meeting may vote to hold a ballot on the specific amendment and a ballot shall then be held within one week. All amendments of the Manual are subject to approval by the College and do not become effective until such approval is granted. The date of such approval shall be included as part of the final document.

Submitted for faculty review by Steve Duck. Approved by the faculty of the Department of Communication Studies, 4 December 2007. As amended and adopted by faculty vote, 21 February 2008. College directed corrections were approved by the faculty, 23 September 2008, submitted to the Dean of the College of Liberal Arts and Sciences, 30

September 2008 and approved 15 October 2008. Faculty reviewed and approve the Operations Manual for the 2009-2010 academic year on 13 October 2009.