

# Standard 1

## Mission, Governance and Administration



### **Executive summary:**

The School has a written strategic plan that faculty review annually. The plan, which includes mission and vision statements, goals and tactics, drives priorities of the program and where resources will be used. The School has a protocol, which contains policies and procedures that guide faculty governance, leadership and evaluation of faculty and staff. Faculty, staff and students have avenues to express concerns and have them addressed.

**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 director is the chief academic and administrative officer of the School. She works with faculty and staff to build a program of excellence. She is responsible for strategic planning, budgets, technology, facilities, faculty and staff development, fundraising, public service and accreditation.

Sonya Duhé came to Loyola in 2009 as the first director of the School after 16 years as a professor at the University of South Carolina, several of those in administrative responsibilities from sequence chair to special assistant to the provost, special assistant to the president and as an associate vice president for research. She also worked as the chief faculty editor and anchor at the University of Missouri, Columbia, while earning a doctorate there. She had previously worked as a television news reporter and anchor and as an adjunct instructor at LSU. Duhé holds academic rank as a tenured full professor and serves as the A. Louis Read Distinguished Professor in Communications.

In 2018-2019, the School of Mass Communication was moved into the College of Music and Fine Arts, which was renamed the College of Music and Media in spring 2019. What were previously named sequences in the school, Journalism and Strategic Communication are now named departments. Mike Giusti leads the Journalism department and Alvaro Bootello leads the Strategic Communication department, which includes Advertising, Public Relations and Visual Communication.

The departments of Art and Design (John Seefeldt) and Digital Filmmaking (Robert Racine) were also moved into the School. Each department has a chair and all report to the director. The School also has a technology coordinator (Albert Dupont), a student services director (Laura Jayne) and an administrative assistant (Caleigh Flynn), who also report to the director. While the departments of Art and Design and Digital Filmmaking are in the School, they are not a part of ACEJMC accreditation.

Duhé reports directly to Dean Kern Maass. Maass reports directly to the interim provost and vice president for academic affairs (Maria Calzada). She became interim provost in late spring 2018. Calzada reports to the president, Tania Tetlow, J.D., who became the first female and lay president in fall 2018.

**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.**

Since fall 2009, the School has adopted three three-year strategic plans. The School is currently operating under the 2016-2019 Strategic Plan, which was approved Sept. 15, 2015 and amended Aug. 20, 2016 to reflect alignment with the Loyola 2020 plan. The School will begin

working on a new strategic plan in fall 2019 to include the Departments of Art, Design and Digital Filmmaking.

The current strategic plan guides the director in leading the School, including curriculum, use of funds, etc. The following is the school's current strategic plan.

A ✓ denotes that the goal was achieved.

The **year** indicates that the work is in progress.

In some areas there are ✓ and **years** indicating that a portion of the task has been completed and will continue through the duration of the strategic plan in 2019.

Approved September 15, 2015

Amended August 20, 2016

**Strategic Plan  
School of Mass Communication  
Loyola University New Orleans  
2016-2019**

**Mission of the School of Mass Communication**

In the School of Mass Communication, we educate students in the Jesuit tradition to become intellectual, creative and ethical professional leaders in the mass communication industry.

**Vision Statement**

Because journalism and strategic communication are essential to a well informed, engaged and socially just world, the School of Mass Communication at Loyola University New Orleans aspires to be recognized among the premier mass communication programs in the country.

**Goals and tactics:**

In keeping with the University's Loyola 2020 plan which calls for the university to focus activities on four overarching strategies to cultivate a learning-centered community:

- dedicated to a high-quality, experiential, and values-based education.
- devoted to students' discovery of their career and a life of service.
- Infused by the cultures and traditions of New Orleans.
- Rooted in the Jesuit and Catholic mission of the University.

The School of Mass Communication defines its own overarching goal to **position the School of Mass Communication for excellence and growth within a rapidly changing media environment.**

We believe we should **ensure that Jesuit Values are at the core of all we do.**

The following includes the SMC's overarching objectives/strategies with associated tactics.

**1. Recruit and Retain High Quality Students**

**Recruitment:**

Implement SMC Ambassador Program. ✓

Use faculty and staff and students to strategically contact high school students who are interested in mass communication. ✓, 2019-

Develop a matrix for admissions to know which classes are best for visiting high school students to attend. ✓

Complete a video to promote the SMC and its fundraising efforts on the web and with social media. ✓

Promote our minors and emphasis areas throughout campus . ✓

Expand and revise Silver Scribe High School Journalism Contest to include all majors to launch in 2016.  
✓

**Retention:**

Continue to boost retention rate and/or above the Loyola average

Faculty should attend all SMC events, engage with students, and require student attendance ✓

Revise and improve the Spring Fiesta; include alum and student input (Cut as a cost-savings measure)

Develop and implement mentorship program for students ✓ , 2019-

Continue to assess and improve student success through SMC probation program ✓

Pilot an SMC early warnings program through the Loyola Student Success Center ✓

**2. Enhance Academic Excellence:**

Consistently review and adapt curriculum to meet changing media landscape and ACEJMC accreditation standards ✓

Provide opportunity for student reflection in capstone and internship classes, integrating the Ignatian principles of discernment ✓

Promote SMC minors and emphasis areas ✓ , 2019-

Engage students via experiential learning and community engagement in coursework across all sequences ✓

100% of faculty attend either a scholarly or professional meeting annually ✓

**3. Maintain ACEJMC and CEPR Accreditations:**

Maintain all documents relating to accreditations ✓

Review assessment documents annually and adjust curriculum as needed ✓

Consistently review all ACEJMC and CEPR standards to ensure continued compliance ✓

**4. Improve Visibility and Reputation:**

Adapt to more social media platforms ✓

Continue to integrate within the university community by having SMC faculty on key university committees ✓

Continue to build lifelong engagement with alumni by hosting the annual Den of Distinction ✓

Continue fundraising to develop a culture of giving and work toward increasing annual gifts by alumni by 10% annually, adding to endowments and the multimedia center ✓

Continue email blast/newsletter with at least one per semester or as awards etc. warrant ✓

Raise SMC profile within the academic and professional community with 100% of faculty present at scholarly/professional meetings annually ✓

Faculty should attend all SMC events and require student attendance ✓

#### **5. Foster Faculty and Staff Excellence:**

Continue to recruit and retain sufficient and quality faculty with minimum master's and/or significant professional experience ✓, 2019-

Support a quality staff that meets strategic requirements ✓

Staff to attend at least one professional meeting in their areas annually ✓

Ensure faculty support resources are sufficient for travel for research and professional meetings (✓)

Support and fund continuing education for faculty/staff ✓

#### **6. Align Resources with Strategic Requirements**

Continue strategic plan for laboratories, cameras, etc. on technology implementation ✓

Continue to expand and diversify funding through fundraising ✓

Develop and implement a funding plan for student travel

Increase hours for check in and check out of equipment ✓

Ensure equipment is consistently updated to current professional standards ✓

10% faculty apply for internal/external grants ✓

#### **7. Enhance Alumni Relations**

Consistent email newsletter once per semester ✓

Continue Den of Distinction program and keep awardees on committee to formalize process and nominate awardees to the SMC faculty for final approval ✓

Include alumni as guest speakers in classes, portfolio review, SMC networking night, etc. ✓

Include alumni on development committee for fundraising ✓

Explore a plan for a national advisory/visiting board ✓

**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.)**

Regarding faculty governance, as stated in the School of Mass Communication’s preamble in the [protocol](#), page 1, section 1, “The faculty of the School of Mass Communication has adopted this protocol governing the school’s organization and operating principles to achieve the school’s mission within Loyola University New Orleans. The provisions are designed to apply to the particular character of the school in accordance with the policies of the college and the [university](#).”

In Section III, Governance, of the School’s protocol, page 1, “In the School of Mass Communication, the full-time faculty (ordinary faculty as defined in the University Faculty Handbook and extraordinary faculty as defined in the University Faculty Handbook) of the School of Mass Communication constitute the governing body for the school, and as such operates according to the provisions of the protocol and the faculty handbooks of the university...”

Students play a direct role in the hiring of faculty, as seen on page 6, under B, Procedures, item d in the protocol, in which student representatives are expected to interview the candidates. Students also conduct teaching evaluations on the candidates after they have visited their classes.

Although it is not written formally in the protocol, students, through one-on-one meetings with the director and through “Dine with the Director,” help shape the school, its personnel and curricula, among other things. The students also formally review all professors through course evaluations.

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

In academic year 2018-2019, the school held 11 faculty meetings.

School of Mass Communication Protocol, page 4, Section V, under School Meetings states “Normally, meetings are held monthly during the window\* from 12:30 to 2 p.m. in the school conference room.

The director may call school meetings as necessary, except that:

- At least four faculty meetings will be held in each semester, and
- Any governing\*\* faculty member may also request a school meeting at any time.”

During the beginning of the fall semester, the director sends faculty “key dates” with School meetings scheduled for once per month during the academic year. If additional meetings are needed, the director calls for such.

The faculty also engage in longer “retreat” sessions when necessary, which may last from a half day beginning at lunch to an entire day.

\* The window is every Tuesday and Thursday during the semester from 12:30-2:00 p.m. during which no classes are held.

\*\* Governing faculty are all full-time faculty in the School of Mass Communication.

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

According to the School's protocol, pages 1 through 3, under Section III, Governance, in part D, Standing Committees, "The school will form standing and ad hoc committees to examine and address needs, problems or issues specific to the school. Committees will meet periodically during the academic year, report their deliberations during regular faculty meetings and provide non-binding recommendations to the director and the school."

**The following are standing and ad hoc committees of the school:**

**Curriculum Committee**

*Membership:*

The governing faculty of the school constitute this committee, which include all full-time faculty, including Bob Thomas, Cathy Rogers, David Myers, Alvaro Bootello, Mike Giusti, Lisa Collins and the director, Sonya Duhé, who serves as chair.

*Meetings:*

The committee will meet as necessary and at least once each semester.

*Responsibilities:*

The committee will conduct an annual curriculum review; determine the policies and procedures for school courses; monitor core course content and learning outcomes; review and prepare new course proposals for college and university approval.

*Chairperson:*

The director will serve as chair.

**Sequence Head (Department Chair) Committee**

*Membership:*

The heads of each sequence (department) in the School constitute this committee. The director of the School names the sequence head. The sequence head (department chair) will be a member of the governing faculty with teaching responsibilities in the sequence.

*Members:*

Alvaro Bootello, strategic communication; Michael Giusti, journalism  
Since the last site visit, Cathy Rogers served as strategic communication sequence head prior to her sabbatical. Leslie Parr served as journalism sequence head prior to her retirement.

*Meetings:*

The committee will meet at least once per semester.

*Responsibilities:*

1. Curriculum planning and review: The sequence heads (department chairs) after consultation with sequence (department) members and the director, will establish a regular rotation of courses that will be approved by the governing faculty. They must review the rotation every fourth year to ensure that student needs are met and that faculty members are used to their best advantage.
2. The committee will evaluate how facilities are used and plan for the future.
3. The committee will also make long-range plans for budgetary expenses, including student fees, propose an annual operating budget to the dean and review how funds in the budget were spent.

*Chairperson:*

The director will act as chairperson.

**Rank and Tenure Committee**

*Membership:*

The School of Mass Communication Rank and Tenure Committee is composed of the tenured faculty. The director serves as an ex-officio member.

*Members:*

Sonya Duhé, director (ex-officio); David Myers, Cathy Rogers, Bob Thomas

*Meetings:*

The committee will meet in the fall semester and complete all work by Oct. 15 in order to meet the provost's deadline for evaluation of second- and fourth-year tenure-track faculty or applications for promotion and tenure. The committee will review first-year faculty no later than Dec. 1. In the spring semester, the committee must complete its evaluations of tenure-track faculty, other tenured faculty (not under two- and four-year review) and extraordinary faculty by Jan. 15. At least three committee members or a simple majority, whichever is larger, will constitute a quorum. Proxies will not be used either for constituting a quorum or for voting. Applicants for rank and/or tenure will not sit on the committee when their applications are being considered.

*Responsibilities:*

The committee is responsible for recommending retention, promotion and tenure for non-tenured ordinary faculty members, as well as retention of all full-time extraordinary faculty. This committee will review candidates according to the school and college protocols and the University Faculty Handbook. The School of Mass Communication Rank and Tenure Committee will also evaluate all tenured faculty and recommend merit increases.

*Chairperson:*

The committee is chaired annually by a member of the tenured faculty elected by the committee.

Cathy Rogers

6. Describe the faculty's contributions to the administration and governance of the university. A number of faculty serve on key committees and positions for the university.



- Sonya Duhé served as chair of SCAP (the Standing Council for Academic Planning), which reviews all new and existing programs on campus
- Sonya Duhé served on university chief communications officer search
- Sonya Duhé serves on university Faith in the Future Campaign committee
- Sonya Duhé serves on the university's facilities committee
- Laura Jayne serves on the university's retention workstream
- Laura Jayne serves as a university success coach
- Cathy Rogers serves as director of the university's SACS QEP (Quality Enhancement Plan)
- Cathy Rogers represents the faculty on the institutional advancement committee and the mission and ministry committee of the Board of Trustees
- Cathy Rogers chaired the university's VP for marketing search
- Cathy Rogers serves on the university's faculty senate
- Bob Thomas served on the university's faculty senate
- Bob Thomas chairs the university sustainability committee

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

Director Appointment:

Taken from the School of Mass Communication Protocol:

### ***Appointment***

In the case of a vacancy, the faculty could recommend to the dean the School elect from within or request a national search. The following protocol applies to elections:

1. The school's governing faculty elects a nominee for the School director. Following this election and a consultation with the governing faculty of the School, the dean of the College of Music and Media appoints the director with the approval of the provost.
2. Faculty serving as director will not have tenure as director but will retain eligibility or continue in tenure as ordinary faculty as a separate right.

### ***Term***

The director normally holds a three-year term from among the tenured members of the ordinary faculty.

### ***Election***

By March 30 before the beginning (Aug. 1) of the director's final contract year, the director must inform the dean and governing faculty, in writing, of his or her intention to stand as a candidate for another term. If other full-time faculty have an interest in the directorship, they must announce their candidacy in writing to the dean and all governing faculty within two weeks of the incumbent's announcement of whether he or she will pursue another term. The governing faculty subsequently will, by secret ballot in a formal meeting, vote upon the candidates who have put themselves forward and, by a majority vote, choose a nominee to be recommended to the dean. The proxy of an absent member will be honored only if presented in writing and stating the absentee's position. The absent member's vote will be presented in such a way as to preserve anonymity.

- a. Procedures in the event of two or more candidates:

1. Each candidate will present his or her proposal and answer questions with the other candidate(s) absent.
2. Faculty members will discuss the candidates while they are absent from the room.
3. In the event of a tie, the faculty immediately votes again without discussion; if the new vote results in a second tie, the votes will be forwarded to the dean for a decision.
4. In the event that no candidate steps forward or if for any other reason the dean and the governing faculty find it advisable to appoint as director someone from outside the school, the faculty will conduct a search, and, as detailed above, will vote for a candidate to recommend to the dean.
5. The director-elect will assume office at the expiration of the incumbent's contract.

### ***Evaluation***

The director will be evaluated by the governing faculty and staff annually. The director will submit to the faculty any materials to be considered during the evaluation by Feb. 15 of each year. Each member of the governing faculty and staff will complete a form designed to evaluate the director on his or her execution of the duties of directorship by April 1 of each year. The evaluation form will be sent to the dean who will summarize the results of the evaluation and discuss them with the director. In the last year of the director's contract, additional stakeholders (students, alumni, Institutional Advancement personnel, etc.) will also be asked to evaluate the director.)

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

The director of the School and the student services director enjoy extremely open communication with students. When students complain to the student services director, she encourages them to meet with the director or she passes the concerns along. The director and the student services director will assess the situation and determine a course of action. The student might write a statement to be included in the faculty member's file or some other resolution that satisfies the student. If concerns are deemed actionable, a meeting is held with the parties involved. The director and student services director also host a "Doughnuts with the Director" each spring for individual classes. This allows the director to communicate directly with students and request input. The sessions have been extremely open and have facilitated additional dialogue with students about concerns within the School, and suggested changes that can be implemented.

Regarding faculty complaints, the School appreciates a positive working environment overall. The associate provost and associate vice provosts assist in dealing with all faculty issues. The director can request their assistance to provide help in resolving a challenge or concern.