



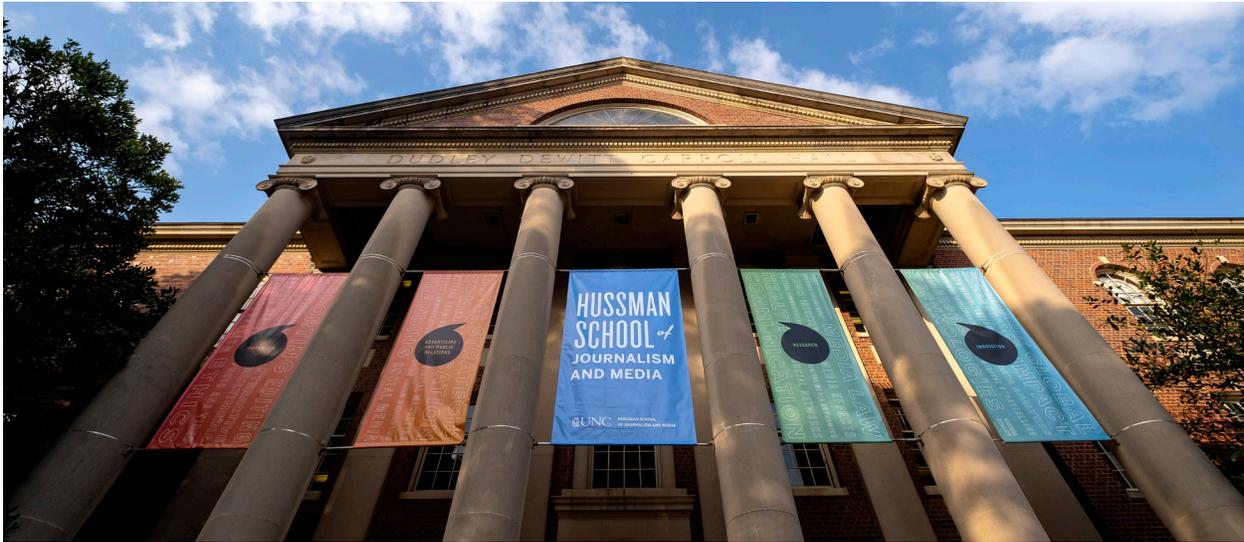
HUSSMAN SCHOOL  
OF JOURNALISM AND MEDIA

2019-2020

# ACCREDITATION SELF-STUDY

ACCREDITING COUNCIL ON EDUCATION IN  
JOURNALISM AND MASS COMMUNICATIONS

*The November 2020 site visit was postponed due to the pandemic. Any updates to the self-study since the original submission are indicated with shading.*



# PART II: STANDARD 1

## Mission, Governance and Administration

### Executive summary

The Hussman School of Journalism and Media is one of five named schools at UNC-Chapel Hill. The school prepares students for careers in journalism, advertising, public relations and other communication fields.

Major financial gifts from two graduates have positioned the school for a new era of excellence: a \$25 million naming gift from **Walter Hussman**, and a \$10 million gift from **Don Curtis** to build the 12,000 square foot Curtis Media Center.

A new strategic plan, *Envisioning Tomorrow*, will guide the school in development of new curricula

and deepened the integration of faculty areas of scholarship, creative activity and teaching, and enhance the sense of citizenship and culture.

There is strong supportive leadership at the university level, and an effective school leadership team (Dean's Cabinet), committee structure and regular meetings involve faculty directly in decision making and promote faculty governance.

The school has well-defined policies and procedures for faculty and staff that are informed by university guidelines and reflect best practices within the discipline.

## INTRODUCTION

UNC-Chapel Hill is the nation's first public university; it opened its doors in 1793. The commitment to higher education runs deep in North Carolina. By state law, 82% of all undergraduates admitted to the university each year must be from North Carolina.

The university launched a new strategic plan in Fall 2019: [Carolina Next: Innovations for Public Good](#). The plan underlines the university's mission "of and for the people" and makes clear that UNC-Chapel Hill's commitment is to the advancement of ideas and economic opportunities throughout North Carolina.

Consistent with the university's mission, the mission of the Hussman School of Journalism and Media is to "prepare students to ignite the public conversation in our state, the nation and the world, and to understand the role of communication in fostering democracy." Graduates of the program gain conceptual knowledge and learn the skills they need to succeed in careers in journalism, advertising, public relations and other communication fields.

The Hussman School of Journalism and Media is only the fifth named school on campus. **Walter Hussman**, a 1968 graduate of the J-school at UNC, as it was known then, made a gift of \$25M in July 2019. That gift not only invested in the school's future but underlined the core values that animate its mission. Walter Hussman wrote his statement of core values after a dinner with **Dean Susan King** in Little Rock, Arkansas in 2015. The two discussed the need to renew trust in American news media and his values statement resulted from those conversations. Hussman's newspapers carry his statement of core values each day, and that statement is now displayed in the lobby of Carroll Hall.

The Hussman naming announcement was made September 10, 2019 with front-page stories in Hussman's Arkansas newspapers, in the *News & Observer* of Raleigh, and on UNC's digital platforms. Hussman wrote a *Wall Street Journal* op-ed that was also carried that day that laid out his belief that UNC-Chapel Hill could advance great journalism and help rebuild trust in the news business.

Faculty, staff and students arrived at the school in the Fall semester to not only learn the news of the gift and the new name, but also a changed website and new signage throughout Carroll Hall. The fully branded transformation reflected the school's embrace of its journalism values, and its understanding of the importance of public relations and advertising in building reputation and brand. The university community, along with school alumni, faculty, staff and students, joined in an official ceremony recognizing the name change during homecoming weekend in October 2019.

In November 2018, many members of the school community gathered for another major advancement. The event celebrated the gift to build the Curtis Media Center adjacent to the school's home in Carroll Hall. **Don Curtis**, a 1962 graduate of the program, donated \$10 million to create what was called a "jewel box" before it was named. The 12,000 square foot building will house a new broadcast center and three floors of flexible learning labs that will allow both innovation and state of the art teaching spaces. Construction is underway and the Curtis Center is expected to open in 2021.

The Hussman School is situated in the heart of the campus just off historic Polk Place. It is recognized across the campus and the state as one of the most successful professional schools at UNC-CH.

**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 Hussman School of Journalism and Media is one of 13 academic affairs and five health affairs schools in the university. As [outlined by the Office of the Provost](#), the dean reports to **Executive Vice Chancellor and Provost Bob Blouin**, who reports to **Chancellor Kevin Guskiewicz**. UNC-Chapel Hill, one of 16 state-wide university campuses in North Carolina, is governed by a Board of Trustees. The UNC System is governed by the UNC Board of Governors.

**Susan King**, the dean of the school, is its chief academic and administrative officer. A strong collaborative culture in the school permits faculty governance with direct administrative responsibility provided by the dean. As currently organized, the dean is responsible for establishing the strategic vision for the school, for personnel and policy, for budgets, facilities, faculty advancement and relationships on campus, for development, outreach, communication and accreditation.

As discussed below, the dean is supported by a Dean's Cabinet that was created following the development of the first strategic plan in 2013. In Summer 2020, the dean appointed the school's inaugural director of DEI and added that position to the cabinet. In Summer 2021, the dean further expanded the cabinet to include the five academic directors to enable more of a faculty voice. The cabinet meets once a month during the academic year, less during the summer, to deal with academic, administrative and financial issues.

In the summer of 2019, at the suggestion of the provost, the school consulted with UNC Human Resources leadership to explore the possibility of a new administrative structure to better serve the growing

needs of the school and the university demands. Potential changes to the administrative structure are being considered.

**UNC Administrative Leadership**

**Chancellor. Kevin Guskiewicz**, was named at the end of 2019 after a tumultuous few years defined by the debate around the Confederate monument on campus known as Silent Sam. Issues of race and the South's Lost Cause narrative continue to challenge the campus as old traditions clash with the digital age.

Guskiewicz served in an interim capacity for 10 months before being named chancellor by the UNC System's Board of Governors. Guskiewicz is well known for his seminal brain research in sports medicine. He leads research teams seeking technological advancements for contact sports like football that can limit brain damage from concussions. In 2011, Guskiewicz was named a MacArthur genius for his research and leadership of the Matthew Gfeller Sport-Related Traumatic Brain Injury Research Center at UNC-Chapel Hill.

Guskiewicz has had a number of leadership roles on campus. He served as the chair of his department and most recently as dean of the College of Arts and Sciences. He is well known by faculty and his appointment as chancellor was seen as a stabilizing force on campus. In high school, Guskiewicz was editor of his school's newspaper and he considered studying journalism in college before focusing on science. He has been an ally of the Hussman School for many years. Guskiewicz presided over the naming of the school in the second half of 2019.

**Executive Vice Chancellor and Provost. Bob Blouin** has served as vice chancellor and provost since 2017. As the university's chief operating officer ("provost"), he is responsible for budget and planning. He plays a central role in implementing the university's strategic plan, and in attracting and retaining qualified faculty members to support student success. Over the last several years, he has led the university's "Operational Excellence" intended to streamline human resources and procurement processes to make it easier for all campus units to advance their priorities. Specific to our school, he challenged us to consider a more modern organizational structure that would align with the school's ambition and growth and actively supported our renewal request for a Knight Center grant by securing matching funds for research.

Prior to becoming provost, Blouin was dean of the UNC Eshelman School of Pharmacy from 2003–2017 and he continues as the Bryson Distinguished Professor there. Under Blouin's leadership as dean, the Eshelman School was recognized as a premier pharmacy program in national rankings; the school established a degree-granting program that focuses on ambulatory care and rural health; and the program's research portfolio increased to \$36 million, the second highest among pharmacy schools in the nation.

Blouin will step down as provost at the end of the 2021 calendar year and return to the Eshelman faculty. A search is underway for his replacement.

#### **Hussman School Administrative Leadership**

**Dean. Susan King**, John Thomas Kerr Distinguished Professor, arrived at UNC-Chapel Hill in January 2012. A nontraditional academic, King brought deep experience as a working journalist and experience with higher education and the role of scholarship in the marketplace of ideas. She was a broadcast journalist in Washington, D.C., for more than 20 years, an assistant secretary for public affairs at the Department of Labor, and a foundation executive working at the nexus of scholarship and public information. As a vice president of Carnegie Corporation

of New York, King led the *Carnegie Knight Initiative on the Future of Journalism Education* in 2005–11 that focused on re-invigorating journalism education at top research universities. She was considered a non-traditional choice when she was named dean, although many universities have appointed professionals as dean since.

King's focus as dean has been on continuing integration of professional education during a time of digital disruption and economic dislocation in the industry. That has included recruiting new faculty deeply experienced in emerging journalism techniques and digital skills, and scholars who are focused on public policy and its impact in the academy and beyond. Under King's leadership, the school has completed two strategic plans that have stimulated new curricula and deepened the integration of faculty areas of expertise and school programs. She has attracted national and local funding that has reinforced the school's work to advance news organizations in the state and upgraded training and opportunities for diverse students in the state and beyond. After years of financial cutbacks, King stabilized the budget and has brought in significant financial resources. She was dean during the 2014–2015 accreditation self-study and review.

King created a new leadership structure at the school soon after the first strategic plan, *A Path Forward*, was implemented. That Dean's Cabinet leadership team and King's personal energy have built on the strong foundation long established at the school.

King will conclude her service as dean in AY 2021-22, remaining in the position until her successor is named.

#### **Senior Associate Dean, Undergraduate Studies.**

**Charlie Tuggle**, the John Stembler Distinguished Professor, provides leadership for undergraduate studies as well as the broadcast area. Tuggle became senior associate dean of undergraduate studies in Fall of 2015. He was instrumental in upgrading the school's curriculum to reflect the goals of the first strategic plan. He re-organized the undergraduate services area and created an admissions and onboarding program that

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greatly enhanced the student experience. Two area directors, one for Journalism and the other for Advertising/PR, and the advising team report to Tuggle. The two director positions replaced a sprawling curriculum committee made up of sequence heads that had slowed the progress of curriculum reform. Tuggle handles a small budget, the scheduling of undergraduate classes, and the hiring of adjuncts. He is the main stop for undergraduates with concerns or academic questions. In August 2021, Tuggle announced he would step down at the end of the 2021 calendar year and return to the classroom full-time. The position will be filled on an interim basis beginning Spring 2022 until a permanent appointment is made.

**Senior Associate Dean, Graduate Studies. Heidi Hennink-Kaminski** became senior associate dean for graduate studies in July 2013. Since the previous accreditation review, she has led the research that has informed important changes to the graduate program. Among those changes was the integration of the online master's program with the residential master's program in 2015. She established a more market-driven focus for graduate admissions and increased the number of students in the graduate program. Hennink-Kaminski oversees the graduate studies budget and admissions. She assigns research assistants to faculty members and oversees faculty assignments as thesis and dissertation chairs. She supervises two staff members that round out the graduate studies program. She was promoted to full professor in July 2020 and was named the Hugh Morton Distinguished Professor.

**Senior Associate Dean, Strategy and Administration. Louise Spieler** became senior associate dean in July 2013. She is an experienced administrator, former journalist and entrepreneur, and has led some of the school's most innovative programs. She focuses on streamlining policies and procedures, enhancing the school's reach and driving future strategies that will advance faculty performance, student success and school potential.

Working with the assistant dean of finance and the human resources director, she is the leader for all non-academic activities. She oversees a number of priority programs, including: the global exchange program, Visiting International Scholars, Global and Immersive Student programs, and career services.

Spieler plans to retire at the end of the 2021 calendar year. Discussion is underway to redefine that senior administrative role to best serve the school and more closely align with other structures across campus.

**Director, Diversity, Equity and Inclusion. Trevy McDonald** was named the school's inaugural Director of Diversity, Equity and Inclusion in the summer of 2020. Her academic work focuses on diversity and media and she is the first Black woman to receive tenure in the school. McDonald has long been active in advancing diversity as a member of the school's Diversity & Inclusion Committee and as the faculty adviser for the Carolina Association of Black Journalists (CABJ), our student chapter of the National Association of Black Journalists. She is now also part of the university-wide Diversity, Equity and Inclusion Council, which is an advisory board to the university's Chief Diversity Officer and senior administrative leadership. In just her first year in the role, McDonald has been instrumental in conducting the school's curriculum assessment, increasing student engagement, facilitating wider programming and improving the content and reach of our position postings.

**Academic Dean.** In 2015, the dean created an academic dean position. The position was envisioned to provide better focus on faculty and tenure issues. Since the last accreditation review, two faculty members have served as academic dean: **Anne Johnston** (2015–2017) and **Francesca Dillman Carpentier** (2017–2020).

In light of the school's exploration of changes to its internal organization noted above and Covid-related financial restrictions in place at the time, the dean decided to delay filling the academic dean position at the end of Dillman Carpentier's term (June 30, 2020).

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In the interim, the dean, senior associate dean of graduate studies and senior associate dean of graduate studies have managed the position's faculty-focused responsibilities (mentoring, teaching observations, leave requests, curricular review, etc.) and the director of diversity, equity and inclusion has led the work around school culture. Dillman Carpentier continues to serve on the cabinet as chair of the school's P&T committee.

**Associate Dean, Development and Alumni Affairs.**

**Danita Morgan** joined the school in August 2021 with 30 years of development experience and a deep understanding of both the university and our school. Morgan is an '81 graduate of our school and was most recently the director for development of major gifts at the UNC Lineberger Cancer Center. She is responsible for leading our philanthropic program, leading our team of fundraisers and managing the school's foundation, advisory and alumni boards.

**Assistant Dean, Business and Finance. Mark**

**Richardson** joined the school in July 2019, after 14 years at the UNC College of Arts and Sciences. Richardson oversees and administers all aspects of the business operations and financial functions of the school, and he accounts for and reports on the financial resources of the school's foundation. In addition, he has oversight of the school's human resources and facilities management, and is responsible for planning and implementation of budgets, financial reporting, resource allocation, grants management and business strategy.

**Director of Communications. Kyle York** leads a team of two staff members who are focused on the public face of the school. He is responsible for the school's website, all publications, events and lectures, media relations and the school's reputation and brand. As a graduate of the school, York is a deft writer who is as comfortable in the digital world as he is with the written word.

Also comprising the 2020–21 Dean's Cabinet are:

**At-large Faculty Representative. Joe Czabovsky** is a Ph.D./J.D. whose academic expertise is in strategic communication, public relations and advertising. He received tenure and was promoted to associate professor in July 2021.

**Chair, Committee on Promotion and Tenure.**

**Francesca Dillman Carpentier** is the W. Horace Carter Distinguished Professor whose research focuses on media effects and audience response. She previously served on the cabinet during her term as academic dean.

**Director, Advertising/Public Relations. John Sweeney** is the Distinguished Professor in Sports Communication. He teaches advertising courses in addition to directing the Sports Communication program.

**Director, Journalism. Laura Ruel** specializes in design, user experience and interactive media and teaches courses in visual communication.

**Director, Ph.D. Program. Lucinda Austin** is a public relations scholar focused on crisis communication and health issues. She previously served on the cabinet as an at-large faculty member.

**Director, M.A. Program. Tom Linden** is the Glaxo Wellcome Distinguished Professor of Medical Journalism. He teaches environmental and science journalism courses.

**Director, M.A.D.C. Program. Andy Bechtel** is a former journalist who teaches editing and writing for print and digital media.

An organizational chart for the school is provided as [Appendix 1-A](#). A list of school staff members and their titles as of May 2020 is on the next page.

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## Staff Members and Titles (Fall 2021)

Dennis Allman, Senior Support Analyst

Marla Barnes, Academic Adviser (on leave)

Rhema Bland, Director, Ida B. Wells Society for Investigative Reporting

Valerie Booth, Accounting Technician

Andrew Bresson, Development and Alumni Coordinator

Stephanie Brown, Director - Park Library

Kathy Bruno, Library Technician

Brad Bynum, Accountant

Jay Eubank, Director of Career Services

Pam Evans, Business Services Coordinator

Casey Hart, Assistant Director of Graduate Studies

Beth Hatcher, Communications Project Manager

Chris Hill, Assistant Director of GIP Programs

Monica Hill, Director - NCSMA

Max Hudnell, Computer Vision Software Engineer

Robin Jackson, Asst. Director of Development & Alumni Affairs

Sharon Jones, Director of Academic Advising & Student Engagement

Angelena King, Special Funding Manager

Gary Kirk, Broadcast & Media Engineer

Christine Lee, Program Coordinator - Ida B. Wells Society for Investigative Reporting

Danita Morgan, Associate Dean of Development

Kyle Miller-Olowsky, Development and Alumni Associate

Erica Perel, Director - CISLM

Liana Pinner, Director of GIP Programs

Rachel Pittman, Executive Assistant

Mark Richardson, Assistant Dean for Business and Finance

Tricia Robinson, Academic Adviser

Ann Schmitt, Graduate Program Administrative Coordinator

Steve Scott, Director of Development

Michael Sharpe, IT Manager

Dina Sikora, Human Resources Consultant

Jenn Sipe, Assistant Director of Career Services Louise

Spieler, Sr. Assoc. Dean for Strategy & Admin John

Turner, Technology Support Analyst

Sarah Vassello, Program Coordinator - CISLM

Barbara Wiedemann, Development Marketing Strategist

Kyle York, Director of Communications

**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 is has encouraged and contributed to quality and innovation in the unit.**



In this digital age, fine-tuning curriculum and reviewing school priorities is not an every-decade imperative but a constant state of affairs. Dean **Susan King** created a task force that produced the first strategic plan, *A Path Forward*, in 2013, that shaped the school’s direction through 2018. With *A Path Forward* as a guide, the undergraduate curriculum was revised to be more fully integrated, capstone classes were established to offer students opportunities for high-flying experiential learning in all areas of the school, and administrative changes in leadership were implemented. In summation, the school’s curriculum was greatly changed, and faculty support was increased.

In early 2018, under the leadership of Academic Dean **Francesca Dillman Carpentier**, work began on a new strategic plan to guide the school’s next five years of growth and change. Listening sessions in Spring 2018 were followed by a day-and-a-half retreat at the Rizzo Center in August 2018, just before the Fall semester. The retreat resulted in follow-up committees throughout Fall 2018 that wrestled with areas of concern and different perspectives. Informed by the results of the school’s assessment reports, the committees dove deeply into questions regarding the undergraduate curriculum, M.A. program changes and the direction of faculty scholarship. Committee findings and the market research undertaken in our graduate studies area also informed the plan, which was discussed at faculty meetings and revised during Spring 2019. [Envisioning Tomorrow](#) was finalized with

a school vote at the annual retreat in August 2019. The plan reflects input from almost every member of the faculty and staff, as well as insights from alumni, members of the school’s Board of Advisers and student leaders. The complete plan, first referenced in Part II – Supplementary Information, is included as [Appendix Pt. II-A](#).

The process was a long one, and it greatly enhanced collaboration and discussion among faculty members at a time of key transition in the school. Retirement of long-term faculty members has begun, and ambitious young faculty are joining the school. Two goals of the new strategic plan were to reinforce the great values that have guided the success of the school’s scholarship, creative activity and teaching, and to enhance the sense of citizenship and culture at a time of change.

The broad engagement and deep faculty discussion of the plan led to a favorable unanimous vote at the annual school retreat in August 2019. Task forces that represent the plan’s four intersecting hubs, or areas of focus, that span journalism and strategic communication – Public Life, Healthy Communities, Storytelling Innovations and Audience Analysis – continue to work as the school shapes plans for the next generation of classes and curricula on both undergraduate and graduate levels. This continuing faculty concentration on the plan and its implications speaks to the need for ongoing assessment and refinement. A strategic plan is not the end of a school’s vision but more a beginning.

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*Envisioning Tomorrow* reflects the values of the school's learning imperatives, reveals the strengths and areas of weakness in faculty expertise, and promises to be an important document for shaping the ambitions of the newly named Hussman School of Journalism and Media. The Dean's Priorities that resulted from *A Path Forward*

and those that emerged from *Envisioning Tomorrow* are the key documents that gauge progress and track indicators of success. The 2019–2020 priorities are included as [Appendix 1-B](#).

**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.)**



As one of five professional schools in the university, the Hussman School of Journalism and Media conforms to the policies and procedures outlined in the [UNC-Chapel Hill Faculty Handbook](#). Among other things, the handbook specifies the role of administration and faculty governance, the expectations for faculty, academic freedom, and personnel policies, including appointment and promotion and tenure guidelines. At a university level, an elected Faculty Council legislates on behalf of the faculty and faculty committees. Currently, Hussman School faculty member **Ryan Thornburg** serves on the Faculty Council and Hussman School faculty member **Deb Aikat** serves on the Faculty Executive Committee. As described in the [university handbook](#):

"While many decisions about academic policy are made at the campus or system even through the structures outlined above [in the handbook], much of the work of faculty governance happens locally, within the schools and departments, all of which have their own policies, guidelines and standards, and internal committees."

Consistent with the requirements of the university, the [Hussman School Faculty Handbook](#), last updated in September 2019 to reflect the naming of the school, provides guidance for faculty regarding policies,

procedures and governance. The school's handbook articulates the mission of the school, its internal structure and policies, procedures for conducting faculty searches, appointment and reappointment, and promotion and tenure for tenure track and fixed term faculty. In addition, the Hussman School's handbook provides guidance regarding faculty mentoring, workload and buyout policies, and research assignments.

The success of the Hussman School of Journalism and Media lies in its collaborative values. For many years, the school has been known for a faculty that represents excellence in research and scholarship as well as in professional skills and innovation. Unlike some peer institutions, the school has two tenure tracks: research and professional (creative). It is the mutual respect and stature of both our scholars and professionally oriented faculty members that have created an atmosphere of innovation, experimentation and excellence that has powered the school.

The school has a strong tradition of faculty governance. Faculty members develop, shape and approve curriculum and educational policy. They are also more involved in the recruitment process than faculty in other UNC schools. Faculty serve on school search committees and vote on inviting new members. They

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have a direct role in preparing job descriptions and in choosing leading candidates, and vote on all faculty job descriptions. The dean works closely with faculty in the process and appoints the chair and the members of search committees. The dean has the final say in hiring and is held accountable by the provost for the quality of the school's faculty.

As noted above, **Dean Susan King** established a Dean's Cabinet that involves faculty directly in decision making on all fronts. She has created a culture of transparency that permits sharing details of the school's budget and priorities with the faculty. The dean is responsible for faculty retention packages and follows a rubric in the annual raise process, similar to one employed by other UNC deans. Unlike most schools on campus, the dean's salary decisions are reviewed by a faculty committee. The Faculty Salary Committee meets with the dean after raises are awarded to ensure fairness.

As with all professional schools at UNC, the school has an Administrative Board to deal with student grievances. The senior associate dean for undergraduate studies serves on the university's administrative committee and is involved in campus wide grievance issues. There have been no issues that triggered a convening of the administrative board at the school since the previous ACEJMC review.

The Hussman School is student-centered in its strategies, curriculum and planning. Student voices are sought in all areas of planning, and students serve on search committees for new faculty members. During the interview process, candidates teach a class, and students are asked to evaluate the candidate's performance and content. Those evaluations inform the search committee's deliberations. Students also serve on the undergraduate curriculum committee.

Students have a role in school governance. Each spring, graduating seniors take a survey that asks general and specific questions about their experience in the school. Faculty and staff turn to the survey for important areas of assessment as well as for input and perspective on curriculum, scheduling, careers services, student life and other pertinent factors. Results of the graduating senior survey and actions taken to improve the school are discussed in Standard 9.

Participants in the Hussman School Ambassadors program serve as an important student voice, as a liaison for students to the school's majors, and offer suggestions for improving programs and opportunities. Since the program began in 2012, the ambassadors have taken on more responsibilities and become more influential in strategic planning and executing programs. They represent the points of view of diverse students and areas of study and have shaped the school's on-boarding and orientation in important ways. They are briefed each fall on new courses, school practices and university guidelines, and have established strong outreach programs, such as guided tours for prospective students. In addition, the group organizes pop-up classes, career and internship fairs, peer advising seminars, and senior gift and other special events. These students are a front-line voice for students with the school administration. Since the beginning, the ambassadors have served as informal peer advisers to students and this successful initiative was upgraded and institutionalized in 2020.

The UNC Faculty Handbook is [linked here](#). The Hussman School Faculty Handbook is included as [Supplement I](#).

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

Faculty regularly convene for an annual retreat and nine faculty meetings each year. The retreat is scheduled in August, just prior to the start of classes, and is attended by both faculty and staff. The directors of area of study – Journalism and Advertising/PR – convene their respective faculty members for half-day mini-retreats just before the general retreat to discuss items specific to their areas.

The 2018–19 academic year began with mini-retreats on August 14 and a day-and-a-half retreat on August 16 and 17 that focused on shaping the school's new strategic plan, *Envisioning Tomorrow*. The strategic plan is detailed in Part II-Supplementary Information and is [linked here](#). The retreat is an opportunity for cross-discipline and cross-function collaboration among both faculty and staff that is much more difficult to achieve during the regular school year.

Faculty meetings are scheduled every month in the Fall and Spring semesters, typically on Friday mornings when classes are generally not in session. Along with faculty business and a focused agenda, the faculty meetings often begin with a presentation. Presentations range from a faculty member sharing details of a new scholarly paper, creative work or book, an update on critical advances that would interest the faculty generally or a highlight of a campus resource.

Minutes of the 2018-2019 faculty meetings are included as [Supplement II](#).

In 2020-2021, the annual August retreat and all faculty meetings were held on Zoom. Those faculty meeting dates were Jul. 23, Sept. 4, Oct. 2, Nov. 6, Dec. 4, Jan. 8, Feb. 5, Mar. 19, Apr. 16 and May 7. Minutes of the 2020-2021 meetings are included as [Supplement IIa](#).

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

##### Standing Committees as of Spring, 2021

###### Dean's Cabinet

*Members: Lucinda Austin (At-large); Wendy Borman (Assoc. Dean, Development); Francesca Dillman Carpentier (P&T Chair); Heidi Hennink-Kaminski (Sr. Assoc. Dean, Graduate); Trevy McDonald (DEI Director); Mark Richardson (Assistant Dean, Finance); Michael Sharpe (Director, IT); Louise Spieler (Sr. Associate Dean, Strategy & Admin); Charlie Tuggle (Sr. Assoc. Dean, Undergraduate); Kyle York (Communications Director)*

The dean's cabinet advises the dean on academic and administrative issues, brings forward and represents the interests of individual areas, and acts as the school's executive leadership team.

###### Committee on Appointments, Promotion and Tenure

*Members: Francesca Dillman Carpentier (Chair), Spencer Barnes, Lois Boynton; Pat Davison, Tori Ekstrand; Steven King, Terence Oliver; Ryan Thornburg; Charlie Tuggle*

Five full professors and four associate professors, appointed by the dean and representing both tenure tracks, serve as the school's Committee on Appointments, Promotion and Tenure. They serve three-year staggered terms. The dean names one of the full professors to chair the committee. The committee examines the records of faculty members being considered for reappointment, promotion and tenure and makes recommendations for the appropriate action to the tenured associate

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professors and/or professors in the school. Only the full professor members of the committee participate in the evaluation of individuals being considered for initial appointment as full professor, associate professors being considered for promotion to full, or full professors undergoing post-tenure review.

#### **Committee on Fixed-Term Faculty**

*Members: John Sweeney (Chair); Francesca Dillman Carpentier; Ferrel Guillory*

The Committee on Fixed-Term Faculty is appointed by the dean to consider fixed-term appointments, reappointments and promotions. The committee advises the dean and makes reports to the faculty on initial appointments and on promotions. The committee is comprised of one fixed-term faculty member, the chair of the school's Committee on Appointments, Promotion and Tenure, and one additional tenured faculty member. The tenured faculty member serves as chair.

#### **Undergraduate Advisory Committee**

*Members: Charlie Tuggle (chair); Andy Bechtel (At-large Journalism); Paul Cuadros (At-large Journalism); Val Fields (At-large Ad/PR); Heidi Hennink-Kaminski (SADGS); Gary Kayye (At-large Ad/PR); Erin McIntyre (At-large Journalism); Suman Lee (At-large Ad/PR); Tricia Robinson (Academic Adviser); Laura Ruel (Journalism Director); John Sweeney (Ad/PR Director); Four Students*

The Undergraduate Advisory Committee is primarily responsible for the undergraduate curriculum. As such, it reviews, advises and updates the faculty and the dean regarding curricular matters. The committee also provides updates on policies, procedures, and other matters, not limited to curricular concerns, pertaining to the efficient and effective management of the school. The committee includes four undergraduate students.

#### **Ph.D. Program Advisory Committee**

*Members: Heidi Hennink-Kaminski (Chair); Lucinda Austin (Ph.D. Director); Deen Freelon (At-large); Rhonda Gibson (Core Instructor); Nori Comello (At-large); Daniel Kreiss (Core Instructor)*

The committee provides a forum in which to identify salient issues related to all aspects of the Ph.D. program, including curriculum, student recruitment and retention, and the continued success of doctoral students. The committee provides research and develops solutions to meet the needs of the program, and drafts recommendations to bring to the full faculty for discussion and vote.

#### **Diversity & Inclusion Committee**

*Members: Nori Comello (Chair); Lois Boynton, Livis Freeman; Barbara Friedman; Chad Heartwood; Monica Hill; Angelena King; Trevy McDonald*

The Diversity & Inclusion Committee is charged with developing and updating the school's diversity and inclusion plan; prioritizing areas of focus from year to year; and forming subcommittees to address priorities. Members of the committee represent a cross-section of perspectives and roles within the school. The committee meets formally at least once a semester to prioritize tasks and evaluate actions, with more frequent meetings as needed among subcommittee members to discuss specific issues and implementation.

#### **IRB Committee**

*Members: Joe Bob Hester (Chair); Amanda Reid*

The Hussman IRB committee approves all IRB applications within the school.

#### **Graduate Admissions Committee**

*Members: Hennink-Kaminski (Chair); Deb Aikat; Lucinda Austin (Sub-chair, Ph.D.); Spencer Barnes (Sub-chair, M.A.); Andy Bechtel (Sub-chair, MADC); Lois Boynton; Joe Czabovsky; Nori Comello; Paul Cuadros; Tori Ekstrand; Val Fields; Deen Freelon; Barbara Friedman; Rhonda Gibson; Chad Heartwood; Joe Bob Hester ; Daniel Kreiss); Allison Lazard; Suman Lee; Tom Linden; Trevy McDonald; Shannon McGregor; Erin McIntyre; Amanda Reid; Laura Ruel; Kate Sheppard; Lisa Villamil*

The Graduate Admissions Committee is active each Spring and is comprised of four subcommittees, one for each graduate program. Committee members are charged with reviewing applications and selecting

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finalists to interview based on holistic admissions criteria, which include letters of recommendation, GPA, GRE scores, and a statement of purpose that demonstrates fit with the program and faculty. Members of the Ph.D. and M.A. in Media and Communication subcommittees also select Roy. H. Park fellows.

#### **Hearst Awards**

*Members: Charlie Tuggle (Chair); Pat Davison (Photojournalism); Chad Heartwood (Multimedia and Photojournalism); John Robinson (Writing); Laura Ruel (Multimedia)*

The Hearst Awards committee decides which student work to put forward into the four areas of the Hearst Awards competition: writing, radio/TV, photo and multimedia. Each school is limited to two entries per each of the 14 sub-categories, such as feature writing and multimedia team reporting.

#### **Scholarship Committee**

*Members: Rhonda Gibson (Chair); Deb Aikat; Lois Boynton, Robin Jackson; Sharon Jones, Dana McMahan, Charlie Tuggle*

The scholarship committee, assisted by the director of alumni and donor relations, works throughout the year to encourage returning Hussman School students to apply for scholarships. In the Spring, committee members review applications from 150+ undergraduate students and match the best applicants to the school's 90+ scholarships, representing more than \$200,000.

#### **Faculty Salary Committee**

*Members: Vacant - Elections in September 2021*

The faculty salary committee reviews salary increases when raises are awarded and indicates to the dean any perceived inconsistencies with the salary policy. The four elected committee members represent the four permanent faculty ranks in the school: full professor, associate professor, assistant professor, and fixed term professor.

#### **Administrative Board**

*Members: Lucinda Austin; Spencer Barnes; Andy Bechtel; Heidi Hennink-Kaminski; Laura Ruel; John Sweeney; Charlie Tuggle*

The Administrative Board is made up of the school's academic and certificate program directors. The board, which convenes to adjudicate grade appeals, has not been convened in the six years since the last accreditation review.

#### **Faculty Salary Committee**

*Members: Vacant - Elections in Fall 2021*

The faculty salary committee reviews salary increases when raises are awarded and indicates to the dean any perceived inconsistencies with the salary policy. The four elected committee members represent the four permanent faculty ranks in the school: full professor, associate professor, assistant professor, and fixed term professor.

#### **Seed Grant Committee**

*Members: Rhonda Gibson (Chair); Pat Davison; Seth Noar*

The seed grant committee convenes each semester to review faculty proposals for projects that will be used as a basis for seeking additional funding.

#### **Faculty Search Committees, Spring 2021**

##### **Cole Professor**

*Allison Lazard (Chair); Paul Cuadros, Francesca Dillman Carpentier; Daniel Kreiss; Amanda Reid; Charlie Tuggle*

##### **Health Communications (Fixed Term)**

*Seth Noar (Chair); Francesca Dillman Carpentier; Jules Dixon, Heidi Hennink-Kaminski*

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

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The school's faculty is consistently active in university governance, serving as elected committee members, invited members of task forces and working groups, and ad hoc engagement in areas of specific interest. Twenty-eight of the 43 full-time faculty reported involvement in one or more aspect of administration or governance of the university in the last six years.

For example, **Ryan Thornburg** currently serves on the university's Faculty Council. **Deb Aikat** serves on the Faculty Executive Committee. **Rhonda Gibson** served on the chancellor's advisory committee on the Confederate statue. **Dean Susan King** serves on the Undergraduate Admissions Committee.

In 2018, the university established a task force to review university-wide promotion and tenure rules. Two of the school's research faculty members, **Spencer Barnes** and **Francesca Dillman Carpentier**, were invited to serve on the university-wide committee. The task force recommendations received review at all levels at UNC and will require individual schools to rewrite their P&T rules to align with the university's revised guidance.

School faculty members are also active on university-wide committees and working groups that deal with issues in their areas of expertise, including academic honors, First Amendment and copyright issues, undergraduate admissions and minority affairs. In addition, faculty members work closely with other university professional schools and departments on joint interests. Examples include **Heidi Hennink-Kaminski**, who is a member of the faculty advisory committee at the UNC Institute for the Environment; **Chad Heartwood**, who was the project advisor for Tales from the American South with the Center for the Study of the American South and Morehead Planetarium and Science Center; **Allison Lazard**, who served as a member of the Lineberger Cancer Conversations advisory board; and **Lois Boynton**, who is serving again as a member of the faculty advisory board at the university's Parr Center for Ethics.

A full list of reported faculty participation in administration and faculty governance is provided as [Appendix 1-C](#).

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



A national search was conducted leading to the appointment of **Susan King**, dean of the Hussman School of Journalism and Media. The dean is appointed by the chancellor and the provost after a search committee narrows the applicants and presents a slate of candidates. The university's Board of Trustees and the UNC System's Board of Governors must also sign off on the selection of the dean. The dean is appointed for five years. Annual reviews are conducted by the provost and a University committee conducts formal five-year reviews in the fourth year of the dean's term.

Since the previous ACEJMC site visit, Dean King has reported to three different provosts, each of whom had his own annual review method. The annual review under Provost Bruce Carney (2012 and 2013) involved a self-assessment narrative and a written letter from the provost. The annual review under Provost James Dean (2013–2017) included an early document of written goals, a self-assessment against those goals, and a 360° review by members of faculty and other key constituents within the school and across campus. The university's Office of Institutional Research and Assessment (OIRA) administered the 360° reviews and Provost Dean met with each dean in the summer to review the results and to prepare a plan for the next academic year.

Since 2017, Dean King has reported to **Provost Bob Blouin**. Blouin's annual review requires submission of the following in early Spring, which are then discussed during an individual review meeting soon after the academic year closes:

- Reflections on leadership and challenges over the past year and aspirations for the year ahead.
- Summary of school accomplishments.
- Summary of the top three challenges facing the school in the year ahead with accompanying proposed solutions.

- How/what the school has accomplished to support the university's strategic plan and how the school plans to contribute to the university's strategic plan in the coming year.
- What the school has done over the last 12 months in support of diversity, equity and inclusion.

For five-year reviews, the provost appoints another sitting dean to chair the review and an email is sent to the entire university community, soliciting input on the performance of the dean. The provost's committee consults with faculty and staff members in the professional school, as well as with students and outside constituents. Upon completion of a successful university review, a dean can be reappointed for another five-year term.

As discussed above, King's first five-year review was conducted in Spring 2016. She received a positive review and was reappointed for another five-year term. Her next review is expected in the 2020–21 academic year.

Inside the school, the dean appoints faculty administrators and hires non-faculty direct reports. All non-faculty direct reports are reviewed by the dean annually with a required university evaluation system. In addition, Dean King's practice is to have the Office of Institutional Research and Assessment (OIRA) distribute a 360° survey to direct reports and key stakeholders associated with each non-faculty direct report, the academic dean, senior associate dean of undergraduate studies and senior associate dean of graduate studies. She assesses the results and writes an annual review of the person that focuses on successes and areas for improvement. The summer review is a time to address any areas of challenge and establish priorities for the following year. An annual 360° survey of Dean King is administered by OIRA to direct reports and key stakeholders. The assistant provost of Institutional Research and Assessment assesses the results and meets with the dean to discuss the findings.

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

At the university level, faculty members have a number of options should they need to raise concerns or voice complaints. These include the Ombuds Office, Equal Opportunity/ADA Office and Office of Diversity and Inclusion, as well as the Faculty Hearings Committee and the Faculty Grievance Committee. Details and contact information for all these resources are readily accessible in the UNC-Chapel Hill Faculty Handbook. At the school level, faculty members tend to take advantage of our open-door culture. Depending on the nature of the issue, they may choose to consult with the dean; senior associate dean of undergraduate studies; the senior associate dean of graduate studies; the director of diversity, equity and inclusion; the school’s human resources consultant; or a member of the dean’s cabinet. Faculty also present concerns during faculty meetings, either as stated agenda items or as new business.

Student concerns are typically related to grades and course registration. Students are encouraged to discuss course grade concerns with the individual faculty member, who may make changes to the final grade until the last day of the following term. Students may request a review of grade decisions by the school’s administrative board should the discussion with the individual faculty member not resolve the issue. The university has grade-appeal procedures, of course. This grievance procedure is described in the [university course catalog](#) and on the [University Registrar website](#).

Three student advisers track students’ academic standing and requirements. If students have difficulty getting into classes needed for their area of study or to fulfill core requirements in the major, they meet with the senior associate dean for undergraduate studies, who is nearly always able to settle their needs and concerns.

The dean is readily available for students and meets with undergraduates who have concerns. The senior associate dean of undergraduate studies and the [school’s academic advising office](#) are also important resources for a full range of student assistance, including: academic appeals, course exceptions and substitutions, probation appeals, overloads and withdrawals. Student evaluations are reviewed by the senior associate deans at the end of each term. If any troublesome patterns are revealed, they are discussed directly with the faculty member and a plan of action is developed.

Staff members are encouraged to work with their direct supervisors when issues arise. However, the school’s human resources consultant is always available for initial or additional guidance, and the Ombuds Office, Equal Opportunity/ADA Office and Office of Diversity and Inclusion are resources as well. As with faculty, the dean welcomes meetings with staff to hear their concerns. Any issues that cannot be resolved within the school’s constructs are handled at the university level.