

SUPPLEMENT II a

UNC Hussman School of Journalism & Media Faculty Meeting Minutes(2020-2021)



MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
July 23, 2020

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Thursday, July 23, 2020, via Zoom.

Dean Susan King shared the following announcements:

- Eva Zhao's H-1B visa has been approved and she will be joining our faculty effective Aug. 10.
- The campus is addressing both COVID and the nation's racial reckoning.
- On Monday and Tuesday, the deans and vice chancellors were convened by the chancellor and provost for a mandatory 2-day training led by the Racial Equity Institute.
- The university system made the decision that all institutions will be open to students in the fall. Dean King repeated her commitment to making the semester productive for students and safe for faculty and staff.
- Provost Blouin has led the development of a data-driven roadmap for the semester. The metrics for an off-ramp have not been defined. Last week, all chancellors were notified that the system would determine the off-ramp, not the individual institutions.

Mark Richardson shared the following related to school operations:

- The building has been locked since March 16 but will reopen at 7 a.m. on July 27. Doors will be unlocked 7 a.m. – 9:30 p.m., Monday – Friday. Faculty, staff and Ph.D. student will have swipe access outside those hours. Access exception requests may be submitted to the business office.
- All common area furniture has been moved to storage.
- EHS will be mapping pedestrian traffic flows for the building and installing directional signage for doors, hallways and stairwells.
- The elevator will be restricted to disability access and only one person at a time.
- PPE procurement is being handled centrally by the university. Debra Powers is the point person for our orders (masks, wipes, hand sanitizer). We received our first PPE order on Tuesday to cover the student-facing areas of the school (Undergraduate Hub, IT, Park Library). The next order (no timeframe as yet) will be for faculty and staff.
- Classrooms will be equipped with hand sanitizer, masks and disinfecting kits. We are awaiting the timeline for those installations.
- We received one stand-up sanitizer station that will be moved to the front lobby. We are awaiting the timeline for delivery of stations for the other entrances.
- A group of VIS alums worked with Suman Lee to ship extra masks and hand sanitizer to the school.
- PPE purchases may not be made with research funds or p-cards and will not be reimbursed if purchased with personal funds.

Charlie Tuggle shared that updates are underway and ConnectCarolina is expected to match our actual schedule by the end of the day. Also, the Undergraduate Hub has reached out to 800 of our returning and all our first-semester students.

Tuggle and Heidi Hennink-Kaminski then addressed some of the questions that had been submitted in the "Top Three Questions" survey:

- This is the structure for face-to-face/hybrid classes: The class is recorded on Zoom. Students may choose to participate online or attend in person. Students will have the option to view the class synchronously or asynchronously, without interacting. Faculty are strongly encouraged to connect with students attending remotely to check in, in addition to holding open office hours.

- Some faculty have polled students to surface equity issues around internet access or equipment.
- All students are being required to sign an attestation of agreement to follow the university's community standards regarding masks and social distancing. If a student arrives in class without a mask, instructors will have a supply of extras. If a student refuses to wear a mask, class will be dismissed and the student will be directed to the dean's office.
- There will be no Reading Days during the final exam period. The last day of exams has been established, but the final exam schedule is still pending.
- Face-to-face classes: smaller classes may have all students present at the same time. Most classes will have half the students in person and the other half online one day, then flip at the next class meeting. The half attending remotely will not have the opportunity to interact – interaction with remote attendees only occurs in hyflex classes.
- Students in reporting classes cannot be required to conduct in-person interviews for assignments. Instructors must provide students who are unable or uncomfortable with in-person interviews a different option.
- For Zoom recordings, IT recommends choosing “cloud recording” vs. saving the recording locally.
- The IT team is planning to hold Zoom sessions to walk faculty through what to expect when teaching in the newly-equipped classrooms. Additional classroom upgrades are scheduled through the end of August.

Dean King thanked Andy Bechtel and Tori Ekstrand for holding “beginner” and “intermediate” online teaching tutorials for faculty.

Heidi Hennink-Kaminski shared the following related to the graduate studies program:

- The program has 24 new residential students enrolled for fall.
- The Ph.D. orientation will be held in person on Aug. 3; the M.A. and M.A.D.C orientations will be conducted online.
- Grad students who will be teaching in the fall are receiving additional support to prep for those courses.
- Five of our Ph.D. students were selected for the new AEJMC fellowship.
- Grad students are being surveyed to gauge how often and during what hours they will be using shared offices to coordinate occupancy.
- The grad lounge will be open as a workspace with a maximum occupancy of four people.
- The program review is due to The Graduate School on Sept. 10.

The general discussion that followed Tuggle and Hennink-Kaminski's remarks included:

- The school has established the Jack Adams Emergency Fund to support students who need assistance with small funding needs (webcams, internet access) that aren't covered by other sources. Robin Jackson is managing the student requests.
- We don't know when students will be able to check out equipment because the majority has not been returned. Faculty have been consulted regarding what is pedagogically needed for fall courses, and seniors and capstones will be prioritized. The office of risk management is involved in the equipment management, and gear must be quarantined for 72 hours before it can be processed.
- Our IT team will be holding two Zoom sessions to walk through the updated classroom controls.
- Mark Richardson will contact EHS to ask whether HEPA filters will be added to the Carroll Hall ventilation system.
- Questions were raised about the protocol for classes and instruction if a student tests positive. Will the whole class be quarantined? Will the instructor's other classes also be quarantined?

Dean King introduced Trevy McDonald as the school's inaugural director of DEI. Trevy is already active in her new role: she is exploring programming opportunities for the school's August retreat and is working with Dean King on the school's response to the chancellor's challenge regarding structural racism on campus.

McDonald shared the attached slide deck as a lead-in to a general discussion about the questions posed by the chancellor:

1. What are the strengths and weaknesses of Carolina's scholarly, co-curricular, administrative and service efforts to identify and eliminate structural racism on our campus and beyond?
2. What should we be doing/what can you do to stand against structural racism and stand for equity within our/your school/unit?
3. How can we learn from and partner with other schools/units, institutions, organizations or communities in the region to be agents of change against structural racism?

Discussion points included:

- We need to be systematic about how we are attracting students of color.
- There is lack of diversity within our faculty, particularly in the tenure track.
- Students are able to graduate without taking a single DEI-focused course.
- Faculty work is very individualized and it can be hard to see when helping one student creates a barrier for another.
- All students, not just top students, need access to equipment.
- We should be infusing race into every course we teach.
- Faculty need to make a proactive effort to diversify the professional practitioners that students are exposed to.
- We have an extensive network of alumni and should engage them in a more intentional way.
- The school could create a database of faculty expertise and make themselves available to speak in other classes and area HBCUs.

Dean King closed with the following announcements:

- Staff will be required to participate in one DEI-related training/professional development session this academic year. The topic will be left to individual choice so the content is most relevant to each person.
- The school will be working on a new organization that distributes leadership more broadly across faculty to more effectively support its current size and complexity.

The meeting adjourned at 11:45 a.m.

MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Sept. 4, 2020

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Sept. 4, 2020, via Zoom.

Dean Susan King opened the meeting by announcing that Ferrel Guillory will retire at the end of this semester after 25 years of teaching. Guillory will remain connected to the school as a member of the CISLM advisory board.

Trevy McDonald announced the school's two remaining cultural competency workshops with Raja Bhattar will be held on Sept. 18 and Oct. 16. She also shared that the system-wide climate survey would be distributed to employees at all 17 institutions later this month.

Dean King made the following announcements:

- The virtual site visit for the university's academic review of the school will be Oct. 11 – 13. The site team members are Marie Hardin (Penn State), Prabu David (Michigan State), and Laura Linnan (UNC), and they will be reviewing both the undergraduate and graduate programs. The attached slide was shared to acknowledge all those who contributed to the creation of the programs' self-studies.
- An offer has been extended for the Ida B. Wells Society Director position and the candidate is expected to join by mid-October.
- Nikole Hannah-Jones will be teaching in the Feature Writing class on Sept. 16 and there will be a faculty drop-in with her on Sept. 18.

Rhonda Gibson, chair of the seed grant committee, announced the RFP will close at 5 p.m. on Jan. 8, 2021.

Dean King shared that the university has cancelled all budget hearings. The school's hearing had been scheduled for Sept. 2. Our business office has been reviewing all endowment funds and, as encouraged by the school's foundation board, reinvested \$3.3 million. She also said the university has not experienced an enrollment decrease – in fact, UNC has its largest enrollment ever - and no cuts are expected this fiscal year.

Mark Richardson conveyed the following regarding building operations and logistics:

- The building has been locked 24/7 since the pivot to online instruction. All faculty and staff have swipe access.
- Laura Ruel is the point person for submitting exceptions for students who need lab access. There are specific guidelines that must be followed in order for students to maintain access to the labs.
- Labs will be open 8:30 a.m. – 5:30 p.m., Monday – Friday, beginning on Sept. 8. Labs will be checked nightly to replenish cleaning supplies and extra masks will be available. Signage showing maximum occupancy and seating configuration will be posted.
- Mail will be picked up and delivered each Thursday at 2 p.m.
- In-state travel is now allowed (under Phase 2.5). Travel out of state is generally prohibited and must be approved by the provost. Hussman faculty and staff are still required to follow the school's travel pre-approval process.

Robin Jackson shared that the Adams Emergency Fund has raised over \$6,000 to date and has disbursed about \$5,000 to students.

Dean King acknowledged the Athletics Department announcement of furloughs and salary reductions, noting that athletics is a revenue-dependent area, unlike the school.

Charlie Tuggle shared the attached update around undergraduate enrollment. Discussion highlights included:

- This is the second full semester of the school's application process.
- We do not have caps on enrollment.
- Assured admits and transfer students are required to attend a new student orientation session.
- The undergraduate advisory committee is considering using LAs (Learning Assistants) in the core undergraduate courses to help instructors manage those classes.
- The committee is also looking at collapsing the structure of some courses to follow the model that will be used for MEJO 137 in the Spring: two large sections that will be taught by Allison Lazard and Jules Dixon vs. six smaller sections. Lazard has been working with the committee on this revamp since Fall '19.

Dean King announced there will be panel discussion about the concepts of objectivity and impartiality toward the end of September. The panel will be a MEJO 153 assignment and will include Walter Hussman, working journalists and students.

The meeting adjourned at 11:35 a.m.

Content

- Charlie Tuggle
 - Francesca Dillman Carpentier
 - Heidi Hennink-Kaminski
 - Nori Comello
 - Lois Boynton
 - Laura Ruel
- Casey Hart
 - Stephanie Willen Brown
 - Michael Sharpe
 - Monica Hill
 - Liana Pinner
 - Chris Hill
 - Ann Schmitt
 - Robin Jackson
- Trevy McDonald
 - Daniel Kreiss
 - Tom Linden
 - Rhonda Gibson
 - Andy Bechtel
 - Lucinda Austin
- Alyssa Anderson
 - Jay Eubank
 - Jenn Sipe
 - Tricia Robinson
 - Mark Richardson
 - Brad Bynum
 - Dina Sikora

And all those who contributed to what the leads submitted

Review & Editing

- Andy Bechtel
- Rhonda Gibson
- Francesca Dillman Carpentier
- Trevy McDonald
- Lois Boynton
- Laura Ruel
- John Sweeney

Don Grady


Rachel Pittman



**Thank
You!**

Hussman Undergraduate Update

September 4, 2020



1

Undergraduate Update

- Undergraduate Majors: **943**
 - 528 APR, 362 JRN, 15 BizJ
- Next Admissions deadline: September 15
 - Decisions by October 15
 - In-progress or completed applications: 243



2


Enrollment: Spring 2009 - Fall 2020

Term	AD/PR	JOU	BIZ	My Plan/ Undecided	Total
Spring 2016	511	278	29	3	821
Fall 2016	467	273	26	4	770
Spring 2017	541	334	29		904
Fall 2017	455	321	13		789
Spring 2018	557	389	21		967
Fall 2018	473	347	19		839
Spring 2019	624	393	37	2	1056
Fall 2019	541	302	32	39	793
Spring 2020	685	477	33		1195
Fall 2020	528	362	15	38	943

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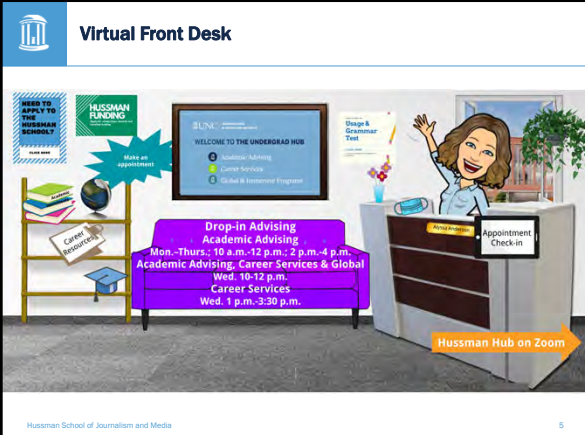
Virtual Undergraduate Hub

- Launched August 6, 2020
- 137 students visited the Virtual Hub
- New features:
 - Virtual Front Desk from 10 a.m.- 4 p.m. Monday- Friday
 - Joint Drop-in hours
 - New bookings system– students can book appointments with the entire hub team in one place.
 - Joint inbox: Hussmanhub@unc.edu
- Hub staff also called 820 students over the summer to assess their needs



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Virtual Front Desk



Drop-in Advising
Academic Advising
Mon-Thurs., 10 a.m.-12 p.m.; 2 p.m.-4 p.m.
Academic Advising, Career Services & Global
Wed. 10-12 p.m.
Career Services
Wed. 1 p.m.-3:30 p.m.

Hussman Hub on Zoom

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MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Oct. 2, 2020

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Oct. 2, 2020, on Zoom.

Dean Susan King opened the meeting with an acknowledgement of the challenges everyone has faced this semester, particularly the shared grief over the death of Lucinda Austin's daughter Addi. She called for a moment of reflection before moving to the official meeting agenda.

The site team conducting the provost's review of the entire school (both undergraduate and graduate programs) will take place Oct. 11 – 14. King shared the attached slide deck to explain how the ACEJMC self-study and the graduate studies self-study are blended for the overall review.

Don Grady, who assisted the school with the development of both self-studies, walked through the attached presentation of highlights and key takeaways of the program analyses.

Heidi Hennink-Kaminski presented the attached slide deck with summaries of enrollment, wins, challenges and climate for each of the three graduate areas.

There were questions around what to expect during the different site team Zoom meetings in October. Hennink-Kaminski reiterated that the provost's review is consultative and the group meetings will be informal conversations to give the site team more insight into our structure and programs.

Dean King thanked those who had participated in our survey of faculty and staff and encouraged those who had not yet submitted their feedback to do so. The survey responses will help Hussman leadership understand where additional support is needed and will help Dean King accurately represent the school in meetings with the provost and chancellor. As an example, Dean King shared the attached current results of two questions regarding returning to campus in the spring: comfort as of now and comfort if there was ongoing testing of students.

Ryan Thornburg, who is a member of UNC's Faculty Council, provided a recap of the meeting he, Seth Noar and Deb Aikat convened with the school's voting faculty on Wednesday to discuss the university's plans and decision-making process for the spring semester. He emphasized the importance of faculty involvement in governance, starting with proactively organizing conversations such as the one just convened. Thornburg said the purpose of the meeting was for Hussman faculty to define what they want from the university administration, why they want it and how they will get it. He summarized the results as follows:

What

- Acknowledgement of concerns around density of on-campus housing.
- Covid testing in some form.
- More transparency about who is making which decisions.
- More accountability to the university community.

Why

- Faculty care deeply about their students and the quality of their education.
- Faculty understand that the Covid challenges are hitting the more vulnerable students the hardest.
- Faculty care about staff health and potential loss of income across the university.

- Faculty are concerned about the long-term effects of the lack of transparency on the reputation of faculty as individual as well as the school and the university.

How

This area did not include specific action items, but did include acknowledgements of external factors that limited and/or hindered action:

- Faculty are conflicted about the health risks of returning to in-person teaching and the financial impact of continuing to teach online.
- There is fear, even among tenured faculty, of retaliation for publicly questioning decisions by the administration.
- The UNC system's Board of Governors and statewide politics are powerful sources.
- There is not good data for decision-making: some data that the university is relying on is contradictory, it is not replicable and not all has been transparent. Those factors make it hard to know what to advocate for and against.
- The members of the Spring Campus and Community Advisory Committee were picked by the chancellor, which may limit the degree of independence that group can provide.
- It is unclear what we as a school have the ability to change/decide about the Spring semester.

Seth Noar, a member of the chancellor's advisory committee, thanked those who attended the meeting, saying that hearing from faculty helps those serving at the university level give voice to the school. He said the first decision of the committee is the start date for Spring, which will almost certainly be later than the early January date originally scheduled. The other big decision is about a full Spring Break vs. shorter breaks throughout the semester. Noar shared that many on the advisory committee are very skeptical about opening in the Spring, though the administration is signaling a desire to be on campus in some form. He said there was little doubt for him that if campus does re-open, there will be much more robust testing, de-densified campus housing and much stronger enforcement of off-campus activities (particularly Greek life).

Dean King shared that she was meeting with the student ambassadors later in the day to get their thoughts on Spring. She plans to continue to meet with both that undergraduate group and the graduate students on a regular basis.

Daniel Kreiss asked Thornburg the best next steps for individual faculty or the Hussman faculty as a group in pursuit of transparency from the administration. Thornburg reiterated the importance of faculty sharing concerns and ideas with Dean King, Noar, Deb Aikat and himself so those can be put forward, the better. He noted that at this point the university doesn't seem to have an alternative plan, so voicing criticism without proposing other solutions will not be productive. He also encouraged faculty to keep talking about their student instruction and interactions, since those shared experiences can contribute to good solutions for Spring.

The school had its budget hearing with the provost and finance administration on Monday. Dean King said the backdrop to this year's hearings is the pre-Covid \$100M structural deficit from the admissions discrimination lawsuit and the additional \$200M estimated loss from Covid. The focus of the hearing was on the school's resources and opportunities to generate revenue without adding faculty. Mark Richardson presented the attached high-level information about the school's budget based on what was presented at the hearing. After the presentation, Dean King said she feels the school's finances are healthy and she is not expecting any budget cuts or "claw backs" this year. A question was raised about how things looked for next semester, with changes being made in regard to number of courses and adjuncts. Dean King said she would need to turn to Charlie Tuggle (who was unable to attend the meeting) for specifics, but that the budget was secure through the end of this academic year.

Dean King closed the general meeting with these announcements:

- Yesterday, the chancellor sent a message to the campus community encouraging faculty to recognize Oct. 9 as the university's observance of World Mental Health Day by pausing instruction to create a three-day weekend for students.
- Early voting in North Carolina begins Oct. 15. Faculty and staff are encouraged to vote and to promote the importance of voting to students.
- The school's P&T committee voted unanimously to recommend tenure for Nikole Hannah-Jones as the Knight Chair in Race and Investigative Journalism. The committee report was presented to the full professors, who voted 10-0-1 in favor of tenure. The abstention did not question qualification for tenure but the ability to balance the position's expectations.

The general meeting adjourned at 11:50 a.m. Tenured faculty remained for discussion and vote on Lucinda Austin's promotion to associate professor, which was approved by unanimous vote.

UNC-CHAPEL HILL PROGRAM REVIEW OF THE HUSSMAN SCHOOL

October 11-14, 2020

1

PROGRAM REVIEW AT UNC-CHAPEL HILL

- Conducted for the Office of the Provost by The UNC Graduate School
- Cycle: Usually every 8-9 years; Hussman realigned with ACEJMC 6-year accreditation schedule (ACEJMC paused 2020 review)
- October 2020 review will stand for the Provost's overall assessment of the Hussman School, both undergrad and grad programs, its focus and its future.
- **Internal**, initiated and administered by UNC-Chapel Hill
- This cycle, not facing re-accreditation, faculty can consider this more forward-looking about how there can be **program improvement**, not simple assessment

2

ACEJMC ACCREDITATION

- Conducted by the Accrediting Council on Education in Journalism and Mass Communication
- Re-written some of the standards and competencies
- Hussman has been grandfathered in
- ACEJMC will choose site team members in Spring 2021
- Formal ACEJMC review will be 2021-2022

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CURRENT UNC-CHAPEL HILL PROGRAM REVIEW

2020-21
ACEJMC
Self-Study

Undergraduate
Program


2020-21
UNC-CH Program
Review

On-campus M.A.

Online M.A.

Ph.D. Program

UNC-CH Program Reviewers



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SCHEDULE


- Sunday, Oct. 11:** Welcome Zoom: Susan, Francesca, Charlie, Heidi & Louise
- Monday, Oct. 12:** Opening Charge Meeting: Ron Strauss, Suzanne Barbour, Susan King, Stephanie Schmitt
Cluster Zoom Sessions
- Tues., Oct. 13:** Cluster Zoom Sessions (cont'd)
- Wed., Oct. 14:** Exit Interview: Ron Strauss, Suzanne Barbour, Susan King, Stephanie Schmitt
- By Thanksgiving:** Review Team Written Report

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ZOOM GROUPS

Assistant professors	Tenured prof. faculty	Tenured research faculty	Fixed-term faculty	Diverse faculty
Select UG students	Select PhD students	Select MA students	Select online MA students	Grad program leadership
UG program leadership	Student support staff	Select administrative staff	Virtual Tour	

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**Takeaways:
Undergraduate and
Graduate Programs
Self-studies**

Don A. Grady, Ph.D.
Special Assistant for Accreditation and
Assessment
Hussman School of Journalism & Media
UNC-Chapel Hill

Associate Dean
School of Communications
Elon University

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Internal Reviews

ACEJMC reaccreditation
self-study for the
undergraduate program

UNC-CH Graduate
Program self-study review
(building on the
undergraduate self-study)

2

A Group Effort:
Contributions of Faculty, Staff and Students

- Individual faculty and staff members wrote major portions of the self-study; committee members contributed important sections including the diversity committee, assessment committee, and promotion and tenure committee
- Selected groups of students discussed their experience in the program; and individual faculty members provided:
 - Updated CVs
 - Submitted course syllabi
 - Lists of guest speakers with diverse perspectives
 - Achievements in teaching, awards and honors
 - Scholarship and professional activities
 - Professional and public service activities

3

ACEJMC Undergraduate Program Review

- ACEJMC is the “agency responsible for the **evaluation of professional journalism and mass communications programs** in colleges and universities.”
- ACEJMC accreditation is a “voluntary self-assessment and external review to **provide an assurance of quality...**”
- Hussman School of Journalism and Media is **one of three ACEJMC accredited programs** in North Carolina
- ACEJMC accreditation occurs **every six years**

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Schedule for Undergraduate Reaccreditation

- The undergraduate program was originally scheduled for external review this fall semester
- **Original Undergraduate Review Schedule**
 - Self-study submission (Sept. 1)
 - Site team visit (Nov. 8-11)
- **Review postponed until next year**
 - At the time of the decision to postpone in late spring 2020, we were nearing completion of the undergraduate self-study
 - ACEJMC has provided the option to update required data charts and submit an addendum to the completed self-study next year

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Graduate Program Review

- The graduate program review is completed at the request of the UNC Graduate School; **consists of two parts: self-study and external review**
- The purpose of this periodic review is **continuous improvement in quality** of faculty, students, curriculum, facilities, resources and academic reputation (not just program assessment)
- Scheduled to **correspond with the ACEJMC self-study** because the graduate review builds on the undergraduate self-study
- Unlike ACEJMC, the Graduate School **did not delay its review this year**

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Graduate Self-study

- The self-study is an important part of the review because it:
 - examines what the program does,
 - how well it does it,
 - how it makes a difference, and
 - how well the program does what it says it is going to do.
- Graduate Review Schedule
 - Submit self-study (Sept. 14)
 - Site Team Visit (Oct. 11-14)

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Why Conduct Program Self-studies?

- Both the undergraduate and graduate self-studies provide an **opportunity to examine your programs** in ways you probably wouldn't choose to do on your own
- Great opportunity to **tell your story about your programs**
- Gain an **outside perspective**



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Takeaways: The Hussman School

- **Distinguished history** dating back to the early 1900s and the first unit-wide ACEJMC accredited program in the country
- The school functions in a **supportive university environment**, although funding issues remain
- School offers a full **array of degree programs** at the bachelor's, master's and doctoral levels
- **Outstanding faculty** in teaching, scholarship and professional activity;
- School has made great **strides on diversity and inclusion**
- **Impressive resources and facilities**, and recent significant gifts.

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Takeaways: The Undergraduate Program

- The school **conforms to ACEJMC nine standards**: administration, curriculum, diversity, full-time/part-time faculty, scholarship/professional activity, student services, resources/facilities, professional/public service, and assessment of student learning
- The last site team report in 2014-15 cited **numerous strengths**, including: award-winning students, gifted teaching faculty, commitment to education & research, innovative news lab, and a focus on digital media
- The team also cited two **weaknesses**: systemic oversubscription to skills courses, and lack of clarity on the tenure-track process for professional faculty

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Takeaways: Self-study Response

- Clarified oversubscription of skills courses; the school mistakenly **included some conceptual courses** in the skills courses count (pushing enrollment out of compliance); only three courses exceeded the 20-student maximum
- Explained that two task forces further **clarified expectations and provided guidelines** for professional track faculty; established mentors, workshops and review sessions, held discussion to fine-tune definitions of creative excellence and professional roles, and modified categories of portfolio materials

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Takeaways: ACEJMC Nine Standards

- **Standard 1, Administration**: one of five named schools; received major financial gifts that position the school for a new era of excellence; new strategic plan to deepen areas of scholarship, creative activity, teaching and leadership and a committee structure that involve faculty in governance
- **Standard 2, Curriculum**: two undergraduate areas of study (journalism and Ad/PR); students complete at least 72 hours outside (an ACEJMC requirement); emphasis on ACEJMC values and competencies; and infusion of digital technology and multimedia

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Takeaways: ACEJMC Nine Standards

- **Standard 3, Diversity:** a written diversity plan to promote an inclusive climate and diversity; improvement in the recruitment of diverse students, faculty and staff; gender balance in full-time faculty; since last self-study, minority students (22%-28%) and minority faculty (23% to 29%) have increased
- **Standard 4, Faculty:** two-track tenure system (research & professional tracks) creates a balance of scholarly and professional expertise; faculty provide a range of disciplinary, teaching, demographics perspectives and academic ranks; 60% of courses are taught by full-time faculty; students rate course and teachers highly

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Takeaways: ACEJMC Nine Standards

- **Standard 5, Scholarship/Professional Activity:** rich tradition of research and creative activity; faculty have won numerous awards and honors, authored books, published extensively in refereed journals, and received impressive research grants
- **Standard 6, Student Services:** school-based scholarships for undergraduates; students are satisfied with advising resources; high retention, graduate and employment rates attest to the quality of advising; there are numerous student organizations and extracurricular opportunities

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Takeaways: ACEJMC Nine Standards

- **Standard 7, Resources/Facilities:** funding from an array of sources; budget allocations determined by the state, UNC system and UNC-CH administration; large endowment supports faculty and students, recent substantial gifts named of school and funded a new media center
- **Standard 8, Professional/Public Service:** lecture series bring outstanding professionals and scholars; workshops and seminars provide training for students and industry professionals; home to the state's high school and college press associations; advisory board a resource for insights about industry trends that inform the curriculum

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Takeaways: ACEJMC Nine Standards

- **Standard 9, Assessment:** a written assessment plan; conforms to requirements of ACEJMC and the UNC Office of Institutional Research; student learning outcomes based on ACEJMC values and competencies; multiple direct and indirect measures; assessment findings have guided changes in curriculum and development of the new strategic plan; and students are consistently recognized for excellence (5 overall Hearst Journalism Awards championships in the past six years).

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Graduate Program Review

- Many contributed to writing the graduate program self-study; the study is presented as an interactive website; has been submitted to the Graduate School and site team members; accompanied by the ACEJMC undergraduate self-study
- Graduate Program self-study is organized into six major sections: program overview, curriculum, faculty, students, administrative support (leadership, facilities equipment), and the future.



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Takeaways: Graduate Programs Context

- **Four graduate programs:** Ph.D. in Media and Communication; two master's programs (on-campus Media and Communication and online Digital Communication); and a certificate in Digital Communication
- Graduate program continues a **rich tradition of academic research and creative activity**; the school is now at the forefront of inquiry on the impact of media technologies and the conditions of media businesses
- **Mission:** "We prepare doctoral and master's students to **conduct cutting-edge research** that improves the health of citizens in our state, the nation and the world; and shapes public debate..."

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Takeaways: Graduate Program Self-study

- **Section 1, Overview:** a supportive leadership structure; Ph.D. Program Advisory Committee provides faculty input; strategic plan helps shape curriculum and support scholarship, creative activity and teaching;
- increased competition from similar graduate programs has resulted in a decrease in applications to the on-campus M.A., but there is greater interest in the online and certificate programs;
- funding remains an issue at all levels; four student learning outcomes derived from ACEJMC values and competencies; and multiple direct and indirect measures.

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Takeaways: Graduate Program Self-study

Section 2, Curriculum:

Ph.D. program with five areas of focus; flexible program to fit research interests of students; curriculum consists of core, research methods, and substantive field of study courses; onboarding activities, advising and mentoring; assessment using multiple direct and indirect measures; on-campus M.A. program with four areas of study; B.A./M.A. and J.D./M.A. dual programs of study; designed to be completed in two years; online M.A. part-time project-based program (MADC); guides students in technological and economic drivers of media organizations; certificate program enables mid-career professionals to acquire new skills; a three-course curriculum offered in tandem with online M.A. program; credits may be applied if students enroll in the MADC.

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Takeaways: Graduate Program Self-study

- **Section 3, Faculty:** graduate faculty in both research and professional tracks; general faculty charged with teaching, supervision and advising, all ranks teach graduate students; doctoral students serve as instructors of record while in program;
- demographic profile of faculty is consistent with overall faculty in terms of rank, race, gender, age;
- while enrollment has increased, faculty lines have not; only three full-time staff members;
- in 2019-20, there were six undergraduate honors, 20 on-campus master's, 11 online master's, and 4 doctoral students; 80% of graduate courses taught are by tenure-track faculty.

21

Takeaways: Graduate Program Self-study

Section 4, Students:

- In 2019-20, there were 162 students enrolled in graduate programs: 31 Ph.D., 40 M.A. on-campus, 50 M.A. online, and 41 certificate;
- Gender and racial balance of students is a concern; In 2019-20, in the Ph.D. program 89% were female; racial diversity has fluctuated over the past five years; in 2019-20, 64% identified as White; on-campus and online program enrollment is 74-70% female and 69-81% White;
- Generally, survey results indicate doctoral and master's students were satisfied with their experience while enrolled in these programs.

22

Takeaways: Graduate Program Self-study

Section 5, Leadership:

- one of 13 academic affairs and five health affairs schools at UNC-CH; program is supported by state funds and numerous other sources;
- graduate program has impressive facilities and an extensive array of equipment, described in the self-study;
- students rate the technology, research lab, library and facility resources favorably in comparison with graduate students in other programs at UNC-CH but express the need for personal workspace.

23

Takeaways: Graduate Program Self-study

Section 6, The Future:

- the graduate program resides alongside a very successful undergraduate program; strategic planning and previous reviews guided the decision not to offer the on-campus and online M.A. programs for ACEJMC reaccreditation
- strengths and weaknesses vary in the different graduate programs; generally, **strengths** include: a distinguished research faculty, caring staff, accessible resources, flexible curriculum, and high-caliber of students; **weaknesses** relate to uncertainty in funding and budget cuts, including alignment of substantive areas of study with student interests, frequency of course offerings in response to enrollment, and support of extended time in the program

24

Takeaways: Graduate Program Self-study

Questions for reviewers relate to the current state of funding; future funding intent of the Triad Foundation and extent of budget cuts; sustainability of online master's programs; feasibility of delivering concurrent doctoral, on-campus and online programs; need for more faculty lines.

Action priorities related to conducting a market analysis of demand for new on-campus, 30 credit hour, 15-month journalism and strategic communication M.A. programs; engage in a cost/benefit analysis of dual degree programs; map courses to the strategic plan; and finalizing new approaches to the thesis substitute and comprehensive exam.

Recurring Topics

- Diversification of funding sources
- Sustainability of programs and areas of study
- Impact of competition and market forces
- Continued attention to enrollment diversity
- Interaction effect among programs and course offerings
- Need for additional faculty with diverse expertise
- Assessment of student learning

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Comments & Questions



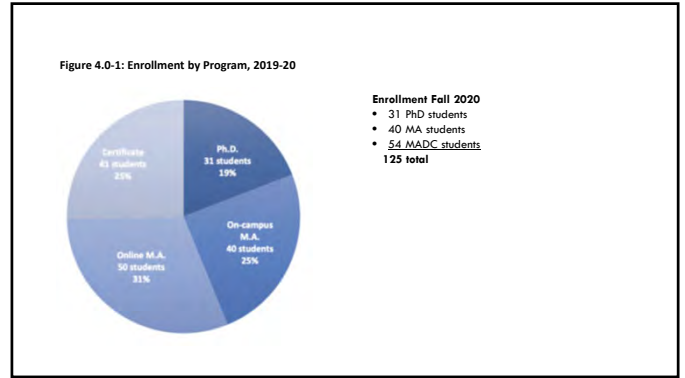
Don A. Grady, Ph.D.
Special Assistant for Accreditation and
Assessment
Hussman School of Journalism & Media
UNC-Chapel Hill
Associate Dean
School of Communications
Elon University
gradyd@elon.edu
336-278-5667

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PH.D. PROGRAM

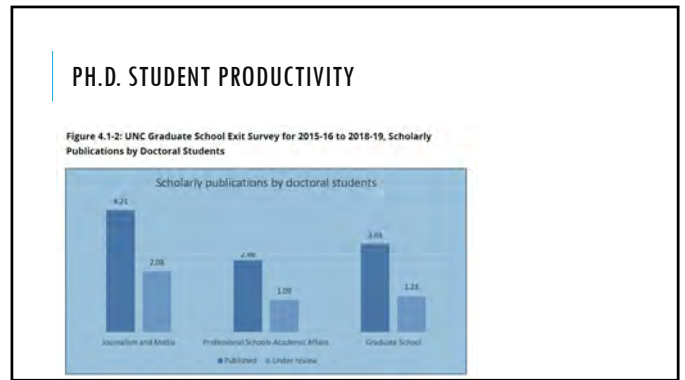
Wins

- **Substantive changes since last review**
 - ✓ Mission statement, degree name
 - ✓ New core, new electives, substantive areas
 - ✓ International student support
 - ✓ PAC as standing committee
- **Applicant pool**
- **Talented, productive students**
- **Placement**
 - ✓ Academy, post-docs, industry
- **Staff support** (Casey, Ann)

Challenges

- **Concentrated funding sources**
- **Climate (mixed reports)**
- **Differential advising**
- **Time-to-degree**
- **Student diversity** (relatively stable)

3



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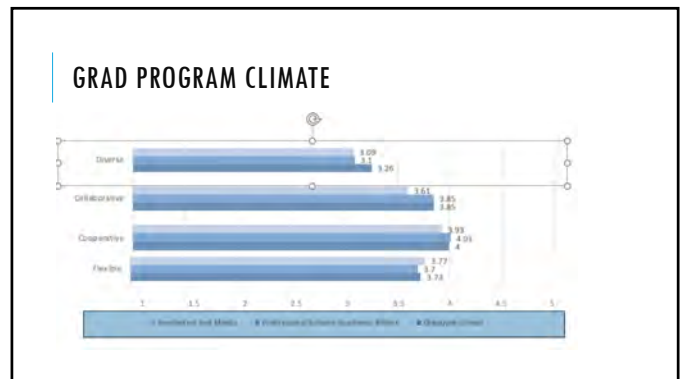
PH.D. PROGRAM CLIMATE

Grad School Exit Survey 2015-16 to 2018-19: Hussman ratings exceed other professional schools and all grad student ratings on:

- ✓ respect from faculty
- ✓ intellectual climate
- ✓ social climate
- ✓ student collegiality

Category	Journalism and Media	Professional Schools/Academic Affairs	Graduate School
Students in my program are treated with respect by faculty	4.2	4.17	4.15
The intellectual climate of my program is positive	4.25	4.16	4.18
The social climate of my program is positive	4.15	4.00	4.03
Students in my program are collegial	4.34	4.18	4.24

5



6

ON-CAMPUS M.A. PROGRAM

Wins

- > **Structure changes**
 - ✓ Distinct sub-plans for each area of study (flexibility)
- > **Curriculum changes**
 - ✓ Distinct methods and media law courses
 - ✓ 3-course grad journalism sequence
- > **Student success/placement**
- > **ESC B.A./M.A. dual degree program**
 - ✓ Fills out journalism and VC courses

Challenges

- > **Highly fragmented**
- > **Over-reliance on 400-600 courses**
- > **Time-to-degree**
- > **Unclear value proposition** (Park+ESC dominate)
- > **OOS tuition barrier to entry**
- > **Thesis substitute**

7

ON-CAMPUS M.A. PROGRAM

Figure 4.2-1: On-campus M.A. Students by Program of Study, 2015-16 to 2019-20

Program of Study	Percentage
Strategic Communication	35%
Journalism and Media	25%
Professional Schools-Academic Affairs	20%
Interdisciplinary Health Communication Leadership	10%
Health and Research	10%

8

ON-CAMPUS M.A. PROGRAM

Grad School Exit Survey 2015-16 to 2018-19

Journalism and Media Overall Satisfaction

Category	M.A.	Online M.A.	Ph.D.
Academic Experience	3.78	4.04	4.42
Student Life Experience ***	3.34	3.88	3.75
Overall Experience	3.75	4.06	4.13

9

ONLINE M.A. PROGRAM

Wins

- > **New market-driven curriculum**
- > **Award-winning**
- > **Applicant pool** (GRE waiver lift)

Challenges

- > **Attracting OOS applicants (tuition)**
- > **Increased competition**
- > **Scalability**
- > **Faculty incentives**

10

CLIMATE REVISITED

Our online M.A. digital communication program challenges the online master's program reputation!

	Students in my program are treated with respect by faculty	The intellectual climate of my program is positive	The social climate of my program is positive	Students in my program are collegial
Journalism and Media	4.2	4.25	4.15	4.34
Professional Schools-Academic Affairs	4.17	4.14	4.00	4.18
Graduate School	4.15	4.18	4.03	4.24

Climate of Program Journalism and Media

Category	M.A.	Online M.A.	Ph.D.
Students in my program are treated with respect by faculty	4.1	4.1	4.1
The intellectual climate of my program is positive	4.17	4.15	4.17
The social climate of my program is positive	3.93	4.08	4.14
Students in my program are collegial	4.14	4.14	4.21

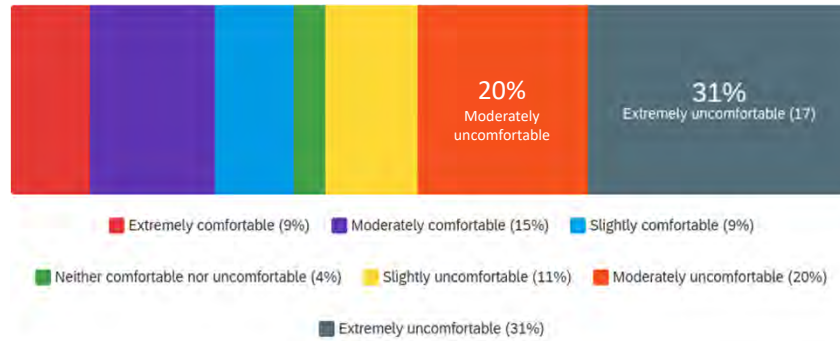
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SAMPLE CONSULTATIVE QUESTIONS

- Given the size of our faculty and staff, is it feasible to continue to deliver concurrently our undergraduate, online master's, on-campus master's, and doctoral programs?
- What other funding mechanisms should we pursue to diversify doctoral student funding sources?
- How are peers nationally addressing the sustainability of full-time, on-campus professional master's programs as more and more programs move online?
- What synergies exist between your online and on-campus master's programs?

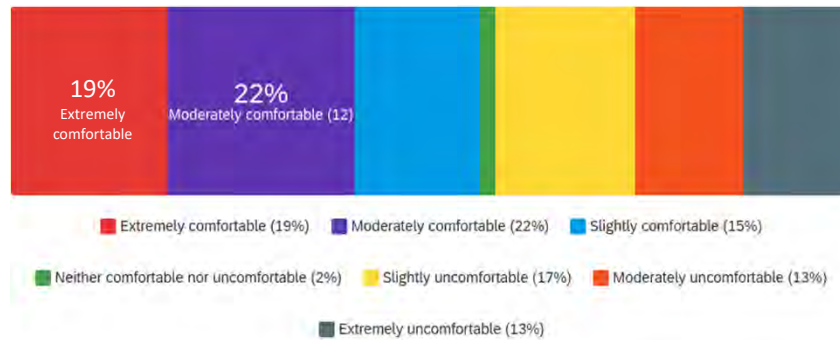
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As of now, how comfortable do you feel returning to work on campus in the spring?



1

If there was **ongoing testing** of students during the semester, how comfortable would you feel returning to work on campus in the spring?



2

UNC Hussman School of Journalism and Media Faculty Meeting

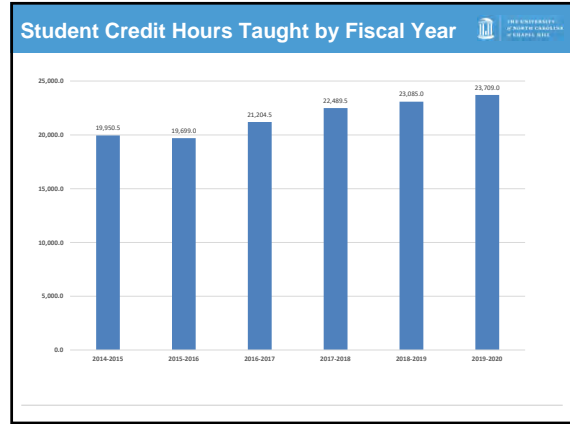
FY 2021 Financial Overview

October 2, 2020

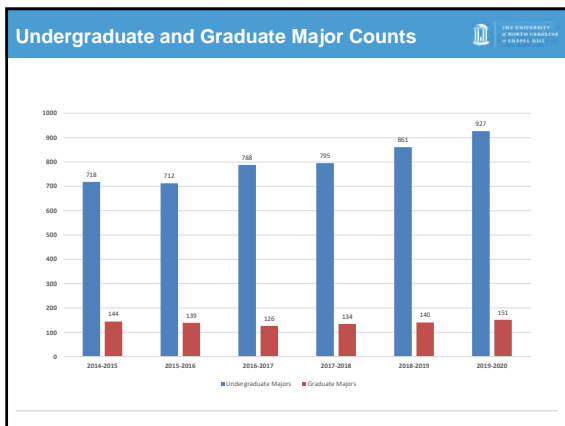


THE UNIVERSITY OF NORTH CAROLINA at CHAPEL HILL

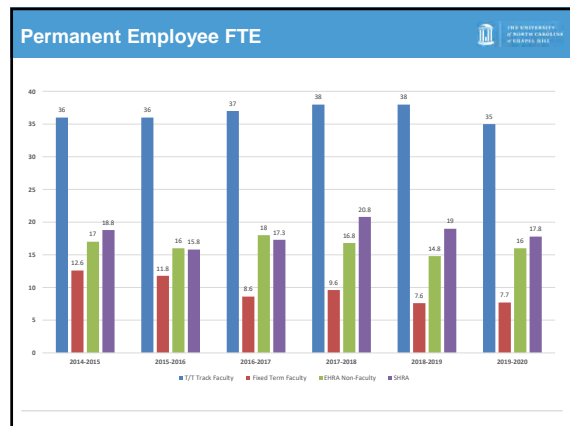
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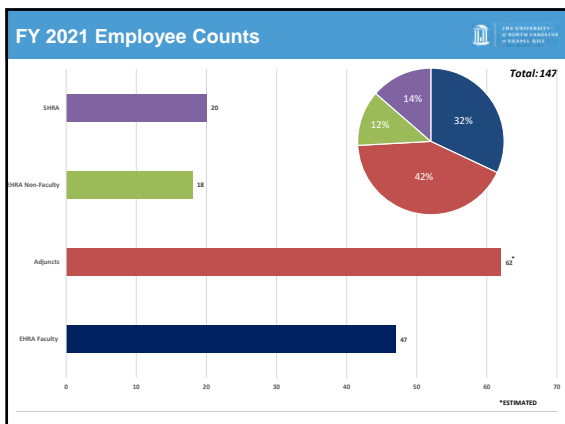
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Construction of the Curtis Media Center

Demolition of the Phillips Annex began in July 2020 and construction of the Curtis Media Center is now underway



Building completion and turnover is scheduled for July 2021

Total construction cost: \$9,622,992

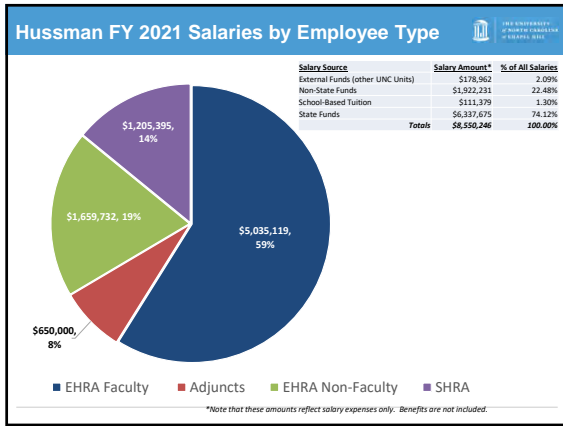
FY 2021 expenses: \$8,622,992

Projected annual operating costs
 FY 2022: \$214,025
 FY 2023 and beyond: \$151,871

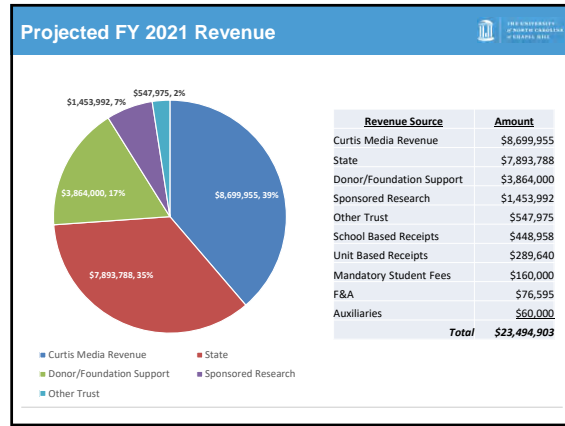
Funding from the donor gift as well as continuing fundraising efforts will fund construction, the outfitting of the new building, and future maintenance and operational costs.

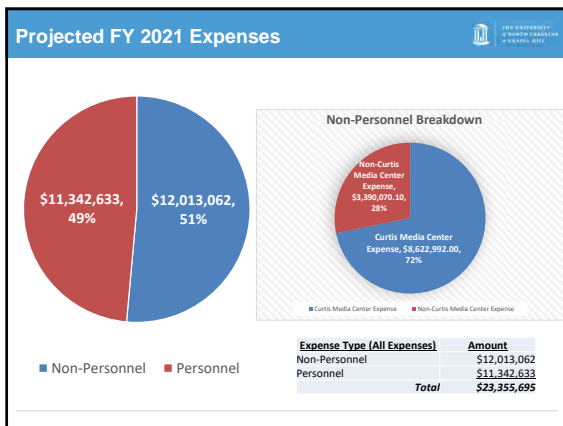
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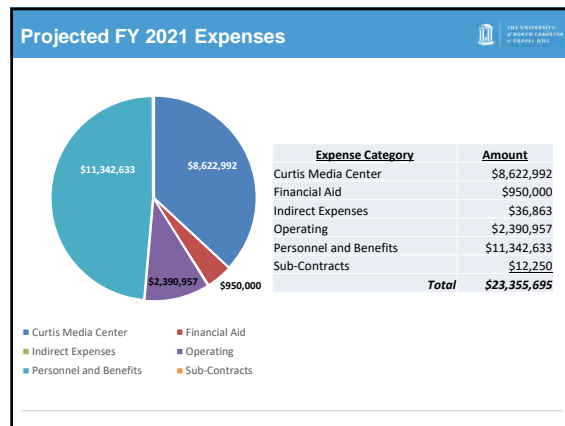
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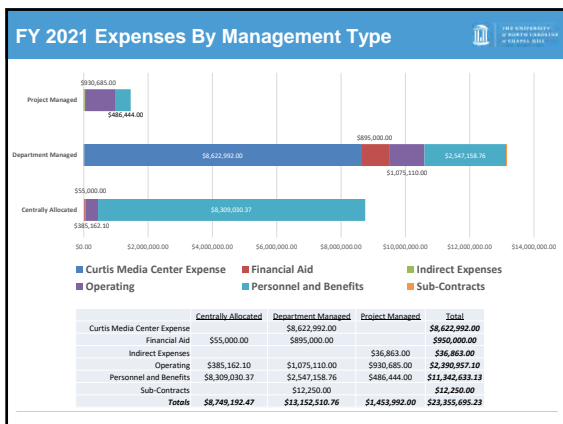
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Support from the Journalism and Media Foundation

Academic Support (\$140,000):

- Undergraduate Studies - Support for students to attend professional conferences, travel in connection with student recruitment and participation in national competitions, and support for student immersive and creative programs.
- Graduate Studies - Support for student recruitment, research, meetings, travel to attend professional conferences, and to support student program expenses including theses and dissertations.
- Faculty Retention, Recruitment, and Support - Support for travel by faculty members who do not have professorship funds to attend professional conferences, travel for faculty search candidates to visit the School, and other faculty recruitment and retention expenses.

Development (\$250,000):

- Development Activities - Support for alumni events such as stewardship events, regional alumni networking, travel for outreach to alumni, and travel to support fundraising.
- Development Office Personnel - Support for salary and benefits related to Development and Alumni Affairs that are not covered by other fund sources.

School Support and Reputation (\$95,000):

- Communications - Support for website development and maintenance, events and lectures, and communications software.
- Dean's School Support - Support for school expenses, including insurance costs, service permits, faculty retreats, dues to national organizations, travel and meetings, and hosting visitors to the school.

Personnel (\$93,710):

- Salary and fringe benefits for staff who provide support to faculty, administration, students, and/or the Foundation that is not covered by state or other trust funds.

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MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Nov. 6, 2020

The faculty of the Hussman School of Journalism and Media convened at 11 a.m., Friday, Nov. 6, 2020, on Zoom.

Dean Susan King opened the meeting with reflections on the election and encouraged faculty to give students space to process the events that are unfolding.

Dean King also shared what she learned during the provost's regular Friday call, which she left early to join the delayed faculty meeting. The hospital has been modeling Covid infection and hospitalization rates and is predicting the next peak in mid-December. There is a low rate of transmission and infection at the hospital because everyone is required to follow strict safety protocols. The hospital leaders believe masks are a true protection.

Andy Bechtel reiterated his call for MADC thesis chairs, which was distributed by email yesterday. The time commitment for chairs will be greater in Fall '21 than in Spring '21. There are 18 students in the current cohort, which is the typical enrollment.

Kyle York announced that the school's website would be transitioning from Drupal to Wordpress, with a soft launch expected over the summer. Grace Lamb Atkinson will be leading the conversion. The communications team will be surveying all stakeholder groups as part of the site's redevelopment – faculty and staff will be the first groups to be surveyed. York also announced that the school's ambassadors have planned a series of Instagram takeovers. He encouraged everyone who isn't already following the school on social to do so, and to interact with the student posts.

Charlie Tuggle provided an update on Spring '21 registration. He said that about 30% of Hussman classes have some in-person element, which puts the school at the high end of that mode compared to the rest of campus. The dates of wellness days have been released, and they create three 4-day weekends. Tuggle said the provost has requested – but is not making a policy – that no assignments are due the first day after each wellness break and nothing “big” is due the second day.

There was discussion about Covid testing in the Spring. Steven King is involved with the planning committee and shared his insights on the planned protocols:

- One test/week for students not living on campus
- Two tests/week for students living on campus or “x” distance from campus (the exact distance is not yet determined)
- Criteria and frequency for faculty and staff are not yet determined and will be based on HIPAA regulations

King also said the Reese Innovation Lab is building the “Hall Pass” app that will provide testing reminders, access to testing scheduling and compliance confirmation.

Charlie Tuggle said that Study Abroad is reporting an uptick in student interest in studying abroad where there are in-person learning opportunities and also interest in a semester off. Deb Aikat shared that UNC leaders are planning for the pandemic and its ongoing effects to extend for 18 months and are working to keep campus functioning during that time.

Trevy McDonald shared the attached slide to introduce Shelvia Dancy as a potential VITAE hire. UNC's VITAE hiring program (formerly referred to as the "targeted hire" program) enables units to waive the search process and directly bring in a qualified candidate from an underrepresented group for an interview. The program also provides salary funding for the first four years. In response to questions, McDonald shared that Dancy:

- Would be a member of professional track faculty
- Could teach broadcast courses and skills courses (153 and 121), and has previously taught media law
- Would join the faculty in Fall '21

Further discussion ensued. Paul Cuadros expressed frustration that the journalism faculty had not been consulted about the possible faculty hire. There was general confusion about the school's process and the university's VITAE program. Cuadros shared that he had been a targeted hire and that he had approached former Dean Jean Folkerts directly about joining the faculty. Deen Freelon shared that he visited the school twice as part of his VITAE hire process. McDonald shared that she was also a targeted hire.

It was clarified that McDonald was presenting Dancy to the faculty to seek consensus on the school requesting a VITAE waiver from the provost to begin the interview process. There was unanimous verbal approval by the faculty to proceed with the waiver request.

Mark Richardson provided the following budget updates:

- The university's budget hearings are wrapping up this week. The school had its budget hearing in late September.
- There are no cuts planned for this fiscal year.
- The school is conducting annual budget reviews with area directors (IT, communications, development, etc). The reviews include a review of last year's actuals and current fiscal year projections.
- The business office has been focused on consistency in data and reporting; Brad Bynum has helped streamline the reporting process.
- Richardson will share more budget details at the December faculty meeting.

Ryan Thornburg reviewed the faculty responses from the faculty/staff survey that was conducted earlier in the semester. He noted that the responses revealed the diversity of feelings, needs and perspectives among faculty. Thornburg's summary included:

- Many faculty feel we are doing a good job of serving students remotely
- Most faculty reported not being comfortable returning in the Spring, but some were very comfortable
- Faculty are worried about academic integrity, job security and morale
- To prepare for Spring, faculty would like teaching assistance that is both expert and personalized
- Faculty are trying to balance health concerns with job security

During the discussion about teaching modes that followed, Dean King shared that the results of the Parent's Council survey were expected to be shared at this afternoon's Faculty Council meeting. The university is hoping to offer every first-year student at least one in-person class in the Spring. Regarding in-person classes, Allison Lazard raised concern about having a rigid requirement of in-person attendance. Charlie Tuggle clarified that students have been advised that, unlike in Fall, students who register for classes listed as meeting in-person are expected to attend in person. Faculty teaching in-person classes will need to accommodate students who become ill, just as they would under normal circumstances.

Laura Ruel had requested time during the new business portion of the agenda and Pat Davison introduced the topic: discussion of the pause in MA journalism and visual communication admissions. Concerns were voiced about the decision-making process, with the point made that the academic review site team report is

still outstanding. Several faculty expressed feeling blind-sided by Heidi Hennink-Kaminski's announcement at the ad hoc Oct. 30 meeting and the question of faculty governance was raised. There was general consensus that the residential MA program does need to be retooled. It was acknowledged that the program has been a long-standing issue that has generated several task forces in the past, most recently in 2016 under Ryan Thornburg. Since Heidi Hennink-Kaminski (SADGS) had left the meeting to lead an MA student lunch, Dean King asked Casey Hart to coordinate a follow up discussion next week when Hennink-Kaminski could attend.

The general meeting adjourned at 12:45pm. A number of attendees remained in the meeting for further discussion of the MA admissions plans.

SHELVIA DANCY, J.D.

- Former reporter and television anchor
- Contributor-CNN, Oxygen, Discovery Channel

- B.A.-Media Journalism, NCCU
- M.S.-Newspaper Journalism, Syracuse
- J.D.-NC Central University School of Law

- Prior experience teaching undergraduate and graduate courses in newswriting, broadcast and digital journalism, and media law at NCCU and Syracuse
- Faculty advisor for an online student news publication



MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Dec. 4, 2020

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Dec. 4, 2020, on Zoom.

Dean Susan King opened the meeting by announcing the following State service milestones:

- 5 years: Joe Czabovsky, Casey Hart, Allison Lazard
- 10 years: Nori Comello, Terence Oliver, John Turner
- 15 years: Francesca Dillman Carpentier, Mark Richardson, Michael Sharpe
- 25 years: Deb Aikat, Angelena King

There was discussion about the university's plans for Spring. Seth Noar, who serves on the chancellor's advisory committee, shared that the chancellor will make the decision about campus operations. Any changes to the current plan for Spring will be announced by January 9. Dean King said we have agency as a school to make decisions about teaching and staffing. She shared that about 20 - 25% of the school's classes will be taught in person. Steven King shared details about the Hall Pass app that the Reese Innovation Lab is developing for the university to provide Covid-19 testing management and compliance. Allison Lazard reported that no on-campus transmissions had been recorded during the Fall semester.

Dean King presented the attached slide deck, which highlighted the following:

- The Fall '20 survey of faculty and staff revealed a gap in effective communication between faculty and staff. As part of the ongoing effort to bolster school culture, the January 8 faculty meeting will be an all-school town hall to engage staff as well as faculty.
- The survey also revealed a desire for more administrative transparency. A working group will convene in mid-January to review the school's academic leadership structure and explore alternatives that will distribute responsibility and better serve the school's needs.
- Spring working groups will also include the M.A. Task Force and Cole Eminent Professor advisory group.
- Three online teaching training sessions have been scheduled: Dec. 11 (best practices), Jan. 13 (tech tools) and Jan. 14 (student engagement).

King announced that P&T packages were put on hold in December, meaning a decision on Nikole Hannah-Jones is delayed until January. She also said the VITAE hiring program, which was discussed at the last faculty meeting as an avenue to hire a candidate presented by Trevy McDonald, has been paused by the provost's office due to cost.

Trevy McDonald presented the attached update on recommendations by the UNC System Racial Equity Task Force, which is charged with creating an actionable plan to address systemic racism. McDonald said there are several initiatives planned for Spring that respond to the recommendations outlined by the task force. She also shared a timeline of DEI activity and actions by Hussman during the Fall semester.

Mark Richardson presented the attached slides with budget details.

Charlie Tuggle shared that this has been the most challenging registration experience in memory. He thanked the advising team for their hard work and those faculty who agreed to raise enrollment caps to accommodate student demand. He shared the attached slide detailing the school's Pass/Fail metrics for Fall. The university is considering whether to implement Pass/Low Pass/Fail grading again this Spring and when students would be required to select that option vs. a letter grade. In Fall, students were required to decide just before final

grades were released. Tuggle said he believes there will be different timing for P/F decisions in Spring because there were so many issues in the Fall.

Tuggle presented the attached data on grade distribution in multi-section courses. Tuggle, Laura Ruel, John Sweeney and John Robinson are reviewing the data and will be meeting in January to discuss ways to address the ranges. He asked the group to contact any of the four with ideas about the issue. MEJO 121 and MEJO 153 will be the initial focus because they are required for all students. Structural changes have already been made to MEJO 137, going from 5 – 6 sections to two large sections: the advertising module will be taught by Allison Lazard and the PR module will be taught by Jules Dixon.

Heidi Hennink-Kaminski provided the attached updates on the graduate program, including:

- “Special Topics/Textual Analysis” has been given a permanent name and number: MEJO 851.
- MEJO 841 has been renamed “Race, Class, Gender, and Communication Theory and Research.”
- Increased numbers of M.A. and Ph.D. applications compared to the same time last year.

Discussion about applications included:

- Covid-19 and the GRE waiver contributed to the increase in Ph.D. applications.
- We typically extend offers to ~40 M.A. students and yield 14 non-ESC students and 5 – 6 ESC students.
- With the thesis substitute option, there is significant strain on strategic communication faculty because they are also serving on MADC committees.
- Though application numbers are high, our yield is typically low and is usually tied to whether the applicant gets Park funding.
- The amount of Park funding available is dependent on the number of out-of-state acceptances since that funding is three times higher than in-state.

Andy Bechtel asked faculty to consider serving as an MADC adviser. There are 18 MADC students and only six faculty have committed to serve as an adviser. Andy will be contacting faculty about committee service for the remaining 12 students. He noted that the time commitment in Spring is fairly light – there is more of an obligation in Fall.

The general meeting adjourned at 11:45 a.m. Tenured faculty remained to consider the promotions of Joe Czabovsky and Amanda Reid, both of which were approved by unanimous votes.

Service Milestones

5 Years of Service	15 Years of Service
Joe Czabovsky	Francesca Dillman Carpentier
Casey Hart	Mark Richardson
Allison Lazard	Michael Sharpe

10 Years of Service	25 Years of Service
Nori Comello	Deb Aikat
Terence Oliver	Angelena King
John Turner	

1

Fall '20 Survey Themes

School Culture

- Positive culture overall
- Exception was that less than half of staff believe there is effective communication between faculty and staff

Hussman Town Hall: January 8

2

Fall '20 Survey Themes

Communication and Transparency

- Well informed about accomplishments of faculty and students
- Least informed about policy, development and other administrative activities and accomplishments

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Spring '21 Working Groups

M.A. Task Force

Faculty Leadership & Service

Cole Eminent Professor

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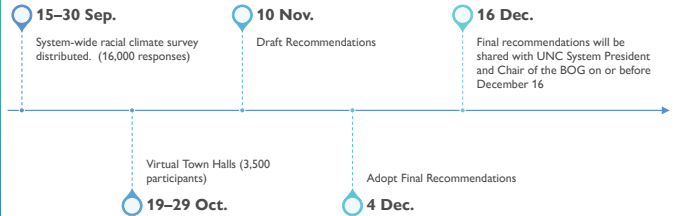
Online Teaching Training & Support

Friday, Dec. 11	Best Practices in Online Course Design and Delivery
Wednesday, Jan. 13	Tech tools (including Panopto!)
Thursday, Jan. 14	Student engagement
Ongoing	1:1 consultations @ https://keep Teaching.unc.edu/consultations/ Resources, workshops and videos @ https://keep Teaching.unc.edu/trainings/

DEI REPORT

Fall 2020

UNC System Racial Equity Task Force



UNC System Racial Equity Task Force

Established June 2020 by the Board of Governors to examine the legacy of race and racism in North Carolina's public higher education system, how that history shapes and impacts experiences of students, faculty, staff, and communities, and arrive at an actionable path forward that will build a culture of inclusion.

Draft Recommendations

Data & Accountability

- Establish reporting requirements, accountability mechanisms, and processes that support a sustainable procedure for collecting race and equity data and the implementation of strategies in support of a more equitable UNC System.

Draft Recommendations

Representation and Retention at All Levels of the University

- Examine and improve recruitment, hiring, promotion, and retention policies and practices to build a racially diverse and equitable University student body, faculty, staff, and leadership.

Draft Recommendations

Campus Policing

- Build upon and make consistent across institutions training, procedures, and data collection practices that effectively support and promote racial equity in campus policing. Strengthen partnerships with other campus departments to facilitate alternative and/or shared responses to certain crises.

Draft Recommendations

Diversity and Equity Staffing to Support Inclusion & Belonging

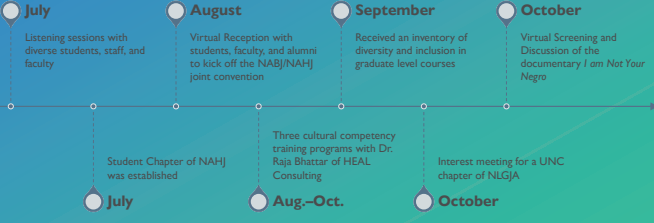
- The System Office should establish an executive position that reports directly to the President to implement the recommendations of the Racial Equity Task Force and oversee future equity initiatives. All faculty, staff, and students should have access to a diversity, equity, and inclusion representative and a safe space to talk confidentially about difficult situations.

Draft Recommendations

Programs and Activities in Support of Racial Equity & Inclusion

- Develop and support programs that improve equitable outcomes.

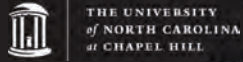
@DEIHussman



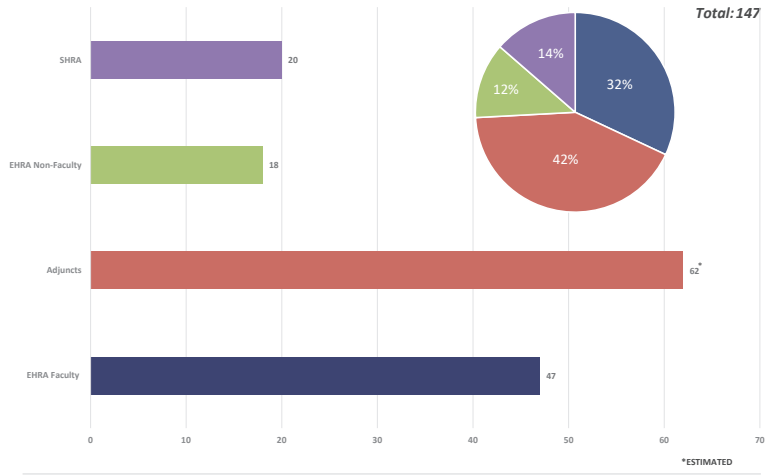
UNC Hussman School of Journalism and Media Faculty Meeting

FY 2021 Finance Update

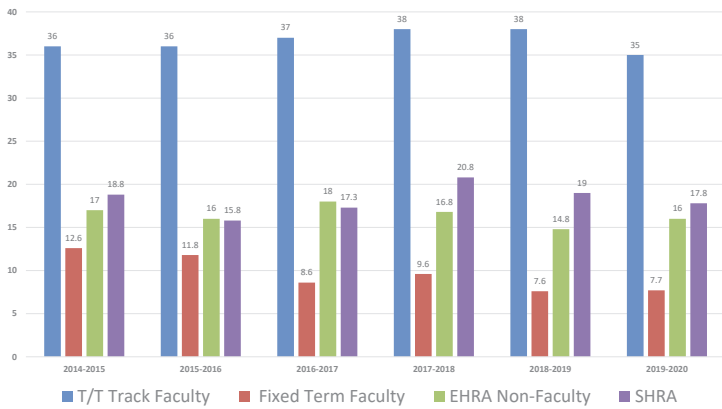
December 4, 2020



FY 2021 Employee Counts



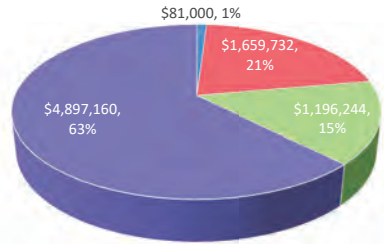
Permanent Employee FTE



FY 2021 Salary Expense by Employee Type



Salary Expense by Employee Type (All Sources)*

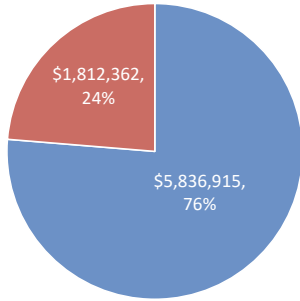


Employee Type	Amount
Faculty Admin Roles	\$81,000
EHRA Non-Faculty	\$1,659,732
SHRA	\$1,196,244
EHRA Faculty (all ranks)	\$4,897,160
Salary Total	\$7,834,136

- Faculty Admin Roles
- EHRA Non-Faculty
- SHRA
- EHRA Faculty (all ranks)

*These amounts reflect salary expenses only. Benefits are not included.

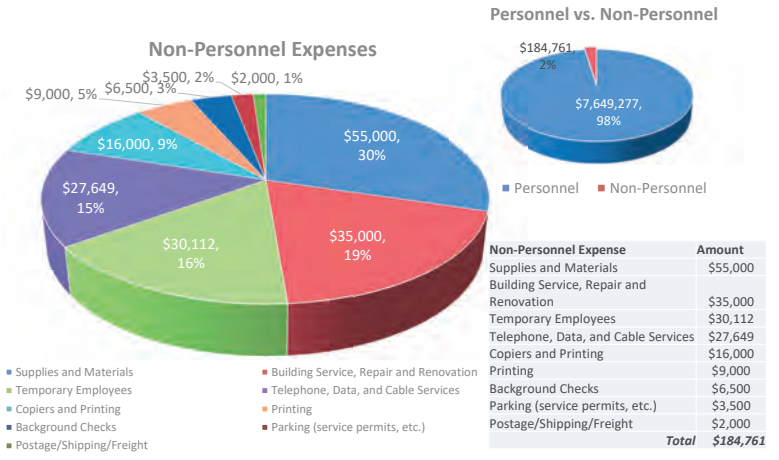
FY21 State Personnel Costs



■ Personnel ■ Benefits

Expense	Amount
Personnel	\$5,836,915
Benefits	\$1,812,362
Total	\$7,649,277

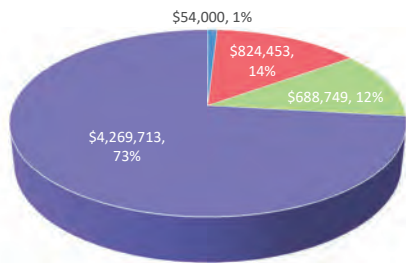
State Personnel vs. Non-Personnel Expenses



FY21 Salary Expense by Employee Type (State Funds Only)



FY 21 State Salary Expense by Employee Type*



■ Faculty Admin Roles ■ EHRA Non-Faculty
■ SHRA Salaries ■ EHRA Faculty (all ranks)

Employee Type	Amount
Faculty Admin Roles	\$54,000
EHRA Non-Faculty	\$824,453
SHRA Salaries	\$688,749
EHRA Faculty (all ranks)	\$4,269,713
Salary Total	\$5,836,915

*These amounts reflect salary expenses only. Benefits are not included.

Support from the Journalism and Media Foundation



Academic Support (\$140,000):

- Undergraduate Studies - Support for students to attend professional conferences, travel in connection with student recruitment and participation in national competitions, and support for student immersive and creative programs.
- Graduate Studies - Support for student recruitment, research, meetings, travel to attend professional conferences, and to support student program expenses including theses and dissertations.
- Faculty Retention, Recruitment, and Support - Support for travel by faculty members who do not have professorship funds to attend professional conferences, travel for faculty search candidates to visit the School, and other faculty recruitment and retention expenses.

Development (\$250,000):

- Development Activities - Support for alumni events such as stewardship events, regional alumni networking, travel for outreach to alumni, and travel to support fundraising.
- Development Office Personnel - Support for salary and benefits related to Development and Alumni Affairs that are not covered by other fund sources.

School Support and Reputation (\$95,000):

- Communications - Support for website development and maintenance, events and lectures, and communications software.
- Dean's School Support - Support for school expenses, including insurance costs, service permits, faculty retreats, dues to national organizations, travel and meetings, and hosting visitors to the school.

Personnel (\$93,710):

- Salary and fringe benefits for staff who provide support to faculty, administration, students, and/or the Foundation that is not covered by state or other trust funds.

FALL 2020

Pass/Fail in MEJO Courses

- 468 individual students took the pass/fail option in MEJO courses
- 652 total pass/fails in MEJO courses
 - Many students elected pass/fail in more than one MEJO course
- Courses with the highest number of students electing for pass/fail:
 - MEJO 153- 65 students
 - MEJO 141- 47 students
 - MEJO 340- 46 students
 - MEJO 101- 35 students
 - MEJO 379- 31 students
 - MEJO 341- 30 students
 - MEJO 187- 26 students
 - MEJO 180- 21 students

HUSSMAN SCHOOL OF JOURNALISM AND MEDIA



Grade Distribution

Course	Fall 2020	Spring 2020	Fall 2019	Spring 2019	Fall 2018	Spring 2018	Fall 2017	Spring 2017
MEJO 121		14.3 - 94.4% A's	11.1 - 80% A's	11.8 - 61.1% A's	0 - 95% A's	5 - 90% A's	30 - 100% A's	20 - 100% A's
MEJO 137		35.3 - 92.9% A's	61 - 82.9% A's	66 - 100% A's	10.7 - 81.1% A's	37.3 - 92.3% A's	31 - 50% A's	43.4 - 51% A's
MEJO 141		39.3 - 82.8% A's	35.7 - 93.5% A's	23.9 - 94.9% A's	25.5 - 90% A's	37.1 - 86.7% A's	22 - 88.9% A's	56.9 - 94.3% A's
MEJO 153		7.7 - 65% A's	0 - 66.7 % A's	0 - 47.4% A's	0 - 63.2% A's	0 - 89.5% A's	21.1 - 95% A's	15.8 - 100% A's
MEJO 180		50 - 85% A's	27.8 - 68.4% A's	11.1 - 47.4% A's	40 - 65% A's	57.9 - 90% A's	26.3 - 87.5% A's	50 - 61.1% A's
MEJO 182		52.6 - 85% A's	50 - 70% A's	52.6 - 95% A's	55 - 63.2% A's	75 - 95% A's	75 - 90% A's	85 - 95% A's
MEJO 187		16.7 - 47.1% A's	25 - 52.6% A's	29.4 - 92.9% A's	25 - 80% A's	27.8 - 90% A's	45 - 85% A's	44.4 - 100% A's
MEJO 332		57.9 - 80% A's	10.5 - 68.4% A's	57.9 - 95% A's	30 - 85% A's	30 - 90% A's	42.9 - 83.3% A's	47.4 - 100% A's
MEJO 340/341		27 - 55% A's	23.1 - 54% A's	19 - 62.7% A's	15 - 55.4% A's	17.1 - 37.2% A's	16.3 - 35.6% A's	10.5 - 62.5% A's
MEJO 379		63.6 - 97.2% A's	36.1 - 78.1% A's	23.3 - 91.2% A's	40 - 86.7% A's	24.1 - 72% A's	61.3 - 100% A's	44.4 - 93.3% A's
MEJO 531		56 - 95.5% A's	60 - 66.7% A's	43.3 - 100% A's	70.8 - 96% A's	35 - 96.8% A's	70 - 100% A's	69.6 - 100% A's
MEJO 634		68.4 - 86.1% A's	71.4 - 83.9% A's	50 - 63.6% A's	68 - 73.9% A's	81.3 - 100% A's	100-100% A's	75 - 100% A's



Graduate Program Updates

Faculty Meeting | December 4, 2020

Dec. 4 faculty meeting

1




CIM Actions

MEJO 841: Issues in Media and Society
RENAME: Race, Identity and Communication Theory and Research.

- Institutionalize the course and further signify the Hussman School's commitment to diversity.
- Anne Johnson and Barbara Friedman have taught this course for a decade with a focus on race and gender.
- The course has been offered each spring and has averaged 7 students.
- Anticipate the new name will draw graduate students from across campus.
- Many faculty members can rotate in to teach this course.

Dec. 4 faculty meeting

2



CIM Actions

MEJO 890: Special Topics/Textual Analysis
PERMANENT NAME and NUMBER: 851

- Taught 2x with enrollment of 10 (Fall 2018, Fall 2020) and draws students from other programs.
- At least six first-year MEJO graduate students plan to take the course Fall 2021.
- One of just two qualitative method courses in the School.
- Several faculty members have the expertise to teach this course. This recommendation has the support of the Curriculum Committee and the PhD Advisory Committee.

Dec. 4 faculty meeting

3

Ph.D.

	Not submitted	Not paid	Completed	Total started
Political, Social & Strategic	23	0	10	33
Media Uses & Effects	10	0	13	23
Media Processes & Production	11	1	2	13
Health Communication	7	0	0	7
Legal and Regulatory Issues	4 [#]	0	1	5 [#]
No area yet specified	6	0	2	8
Total	61	1	28*	90[^]

* Of 28 completed applications, 12 are from U.S. citizens (Park-eligible), and 16 are from non-U.S. citizens.
[^] Of 90 total applications, 48 are from U.S. citizens (Park-eligible), 38 are from non-U.S. citizens, and 4 do not yet have a citizenship listed.
[#] One UNC School of Law student has an open application to the J.D./Ph.D. program.

Dec. 4 faculty meeting

4

M.A.	Not submitted	Not paid	Completed	Total started
Strategic Communication	83	1	17	101
Journalism	57	0	11	68
Visual Communication	22	1	3	26
Theory & Research	15	0	3	18
J.D./M.A. (Theory & Research)	8	0	1	9
No area yet specified	18	-	-	18
Total	203	2	35*	240^

* Of 35 completed applications, 27 are from U.S. citizens (Park-eligible), and 8 are from non-U.S. citizens.

^ Of 240 total applications, 171 are from U.S. citizens (Park-eligible), 34 are from non-U.S. citizens, and 35 do not yet have a citizenship listed.

Dec. 4 faculty meeting

MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
TOWN HALL MEETING
Jan. 8, 2021

The faculty and staff of the Hussman School of Journalism and Media convened for a town hall at 10 a.m., Friday, Jan. 8, 2021, on Zoom.

In her welcome, Dean Susan King acknowledged that the first meeting of the Spring semester is traditionally preceded by an all-school welcome back breakfast at Carolina Coffee Shop. She introduced Lee McGuigan, who joined the Hussman faculty as an assistant professor as of January 1, and Christine Lee, who will be the Ida B. Wells Society's inaugural program coordinator as of January 11. Both Lee and Christine made brief remarks.

Dean King opened a discussion of the January 6 Capitol insurrection. She encouraged faculty to address the insurrection the first day of class and to provide time for students to discuss the events and share their thoughts. Highlights of the general discussion that followed include:

- Faculty and staff should think about ways to help students cope with and understand what happened.
- This is an opportunity to discuss how to cover volatile events given the attacks on the media representatives during the insurrection.
- The school's diversity statement does not mention "democracy." Given the current anti-democratic rhetoric, some argued the school needs to amend its statements to include the concept of democracy and the importance of diversity to it.
- Some faculty encouraged the school to be clear it does not support false equivalency under the pretense of free speech.
- CITAP's research on how misinformation can parade as truth is more relevant than ever.
- It was suggested that the school put together a panel event to provide context for the insurrection. Dean King asked that panelist ideas be forwarded to Kyle York for follow up.

Plans for Spring 2021 were reviewed by Dean King. In-person instruction has been delayed for three weeks. Vice Chancellor Todd Nicolet's office has reached out to instructors who are scheduled to teach in-person and offered to provide assistance with revamping the first few weeks of curriculum for online instruction. The school will continue training if needed. Three training events were organized for December and January.

The university has established a robust Covid testing program and will use Hall Pass to monitor and manage student testing. Steven King, whose Reese Innovation Lab team developed Hall Pass, presented the attached slide deck and shared information about the testing program:

- The Reese team has been conducting beta testing at the Student Union testing site.
- Unlike an earlier version of the app, Hall Pass does not have access to test results.
- Student affairs will handle testing non-compliance actions – faculty are not expected to enforce testing.
- Regarding efficacy of the self-administered tests, King said "ambassadors" will be at testing stations to provide guidance but if not enough specimen is collected, the system will require a new test within 24 hours.
- Students who test positive will be managed by Campus Health. After a 14-day window, those students will go into a 90-day exempt stage within the testing system (because their results would continue to return as positive).
- Exemptions to mandatory testing are managed by the dean of students.
- If a student tests positive, Orange County Health and Campus Health will manage contact tracing.

There was much discussion about “teachers” being designated by the state as eligible for Phase One of the vaccine distribution. The question discussed was whether that classification encompasses university faculty. Dean King said the chancellor and provost were meeting with Orange County to get clarification. The university’s department of Environmental and Health Services is the central hub of information regarding vaccinations. UNC employees over the age of 75 have been contacted with a list of vaccine locations. UNC is not administering the vaccine or controlling who gets it.

Dina Sikora reminded the group that employees are required to complete the online EHS wellness check prior to every campus visit.

Mark Richardson shared the attached visuals to outline the planned renovation of Carroll 111, which is being funded by a \$1 million Knight Foundation grant and a university match. Key points presented included:

- Capacity will be reduced from 419 to 216 and will remain a general purpose classroom.
- The space will have three tiers with movable tables and chairs, similar to other active learning spaces on campus.
- Carroll 146 (storage) and Carroll 145 (podcast studio) will be removed to accommodate an accessibility ramp. Carroll 340A will be used as the podcast studio in Spring ’21; the Curtis Media Center will be the permanent home of the podcast studio when it opens in late summer/early fall.
- Construction is scheduled to begin in early February and is expected to be completed for Fall ’21 utilization.
- Construction will not disrupt the NCSMA summer programs since they will be virtual.
- According to federal regulations, all major renovation projects require accessibility upgrades to the building in which the renovation occur and the university identified a new lift as Carroll’s greatest need. The old lift into the Undergraduate Hub space will be removed. A new lift will be installed adjacent to the side stairwell on the Murray Hall side of the building. It will provide access on the ground level, terrace level and first floor. The adjacent stairwell will be closed until August; the lift is slated to be operational by September.

In other facilities-related announcements, Richardson said Carroll will not be a mask distribution site in the Spring (as it was in Fall) and no building access changes have been announced.

Francesca Dillman Carpentier presented the attached overview of plans to revise the school’s reappointment, tenure and promotion guidelines. She announced that the first small set of revisions will be distributed for review today and others will follow. The P&T committee will review all revision feedback on Feb. 5 and there will be deeper discussion in March.

Allison Lazard, chair of the Cole Professor search committee, introduced the committee’s initial thoughts about defining the position with the attached slides. She noted that the position will be filled in line with the school’s strategic plan, and that the candidate’s area(s) of focus could enhance an area of current strength in the school or bolster one that is emerging but is not yet as strong. The committee will present a draft job description at the February faculty meeting.

Dean King reminded the group that the ACEJMC site visit has been rescheduled for Oct. 10 – 13, 2021 and the site team members will be announced in May. We will be required to update the self-study that was submitted last year and know that assessment and diversity will be of major focus. Rhonda Gibson, who is leading assessment for the school, said that this semester the school is aligning assessment activity with our strategic plan and ACEJMC requirements. For instance, evaluating the consistency of syllabi and goals of multi-section courses and assessing the linkage between pre-requisite courses and subsequent courses. Gibson said a summary of findings would be shared later this semester.

Heidi Hennink-Kaminski said that the school's M.A. and Ph.D. applications had hit record levels. Compared to 2020, there was a 162% increase in the number of M.A. applications and a 64% increase in Ph.D. applications. She attributed the increase to the economy, our GRE waiver and the program reputations. In addition to an increase in total applications, the number of Black/African American Ph.D. applicants had increased by 67% compared to 2020.

Trevy McDonald announced that the school's Diversity & Inclusion Committee decided that Hussman would co-sponsor UNC's MLK Celebration Week. North Carolina Superior Court Judge Carl Fox will deliver the keynote at the Community Banquet on Jan. 17. Patrisse Cullors, creator of the #BlackLivesMatter movement, will be the keynote speaker at the MLK Lecture and Awards Ceremony on January 26. Both events will be virtual.

Dean King announced that the Carnegie-Knight deans are organizing a panel to discuss objectivity in the era of social media. The panelists will be national figures and each school will be represented with student interviewers. The date has yet to be set, but the event will occur this Spring. King said the event will be moderated by the Shorenstein Center director and she hopes each school will have 500 seats for students to attend.

The meeting adjourned at 12:15 p.m.

UNC
REESE
INNOVATION
LAB

Steven King
Associate Professor of Emerging Technologies
Director of UNC Reese Innovation Lab
Director of Kenan-Flagler Next

@steven-king
Steven.King@unc.edu
ReeseInnovate.com

1

UNC
REESE
INNOVATION
LAB

Hallpass

Mandatory and Continual Testing
Interface

2

Continual,
Mandatory
testing

REQUIRED 2x per week

- Undergraduates taking classes in-person
- Living in on-campus housing
- Living in domicile with 10 or more people

REQUIRED 1x per week

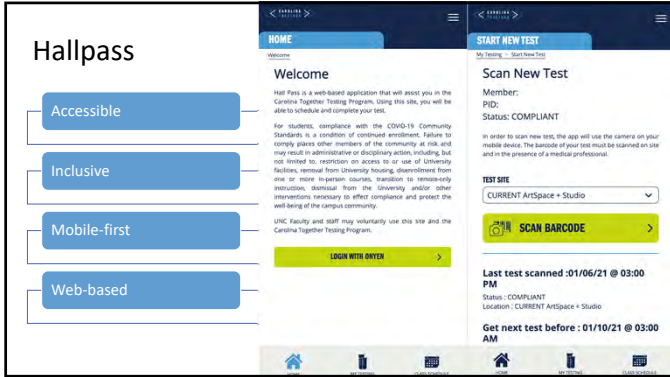
- Undergraduates not taking classes in-person but living in Chapel Hill or Carrboro
- Graduate/professional/post-doctoral students accessing campus to teach or take classes

3

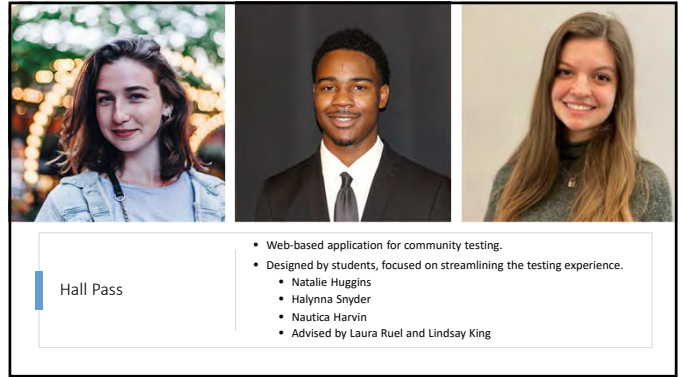
Optional
testing

Faculty, Staff, off-campus and remote learning graduate students

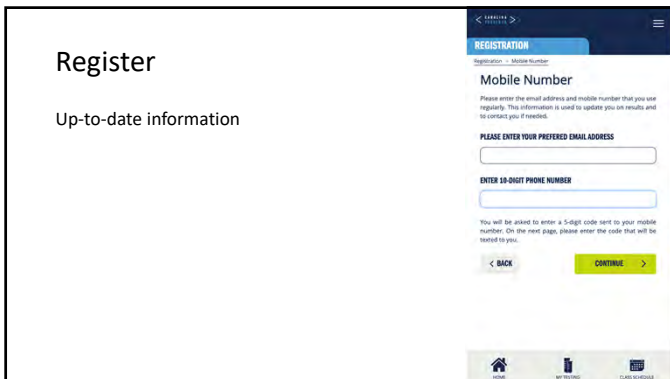
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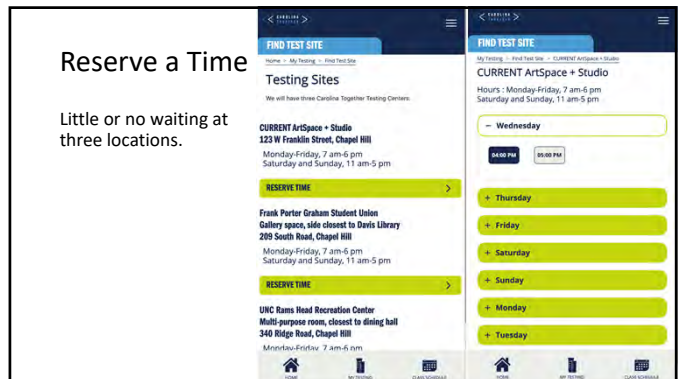
5



6



7



8

Start a test

- Go to your location
- Open Hallpass

9

Complete test

10

Complete test

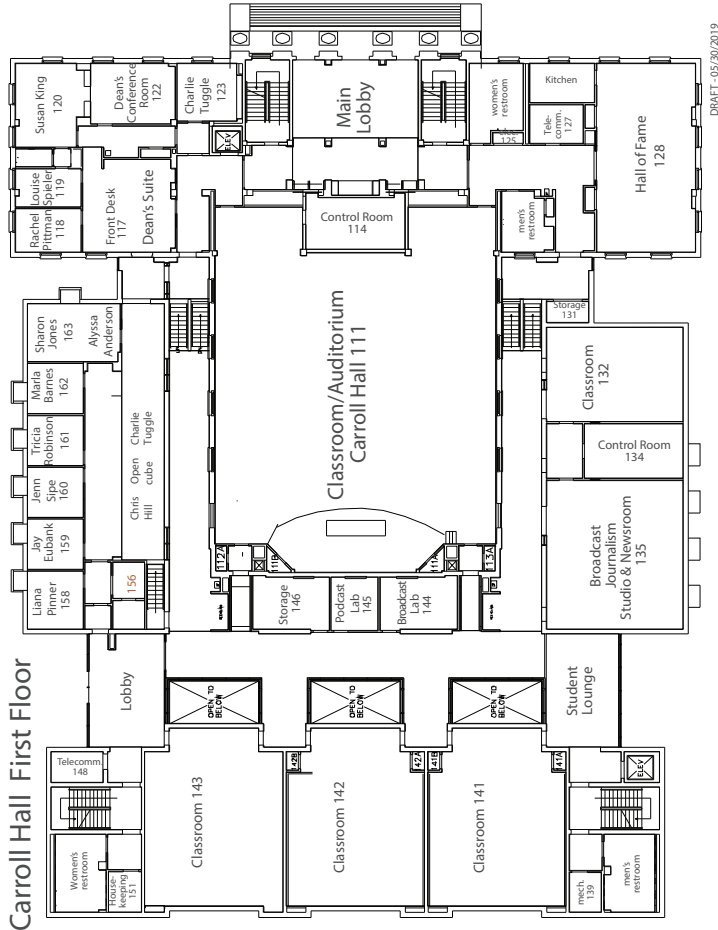
11

That's It!

- SMS and Email with link to results in less than 48 hours.

12

Carroll Hall First Floor

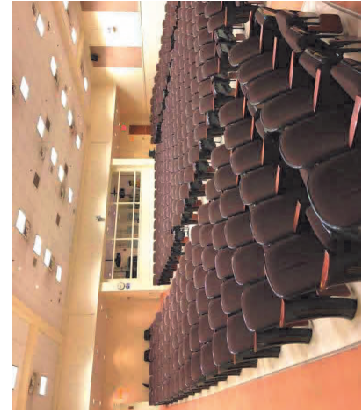


DRAFT 05/30/2019

Classroom 111

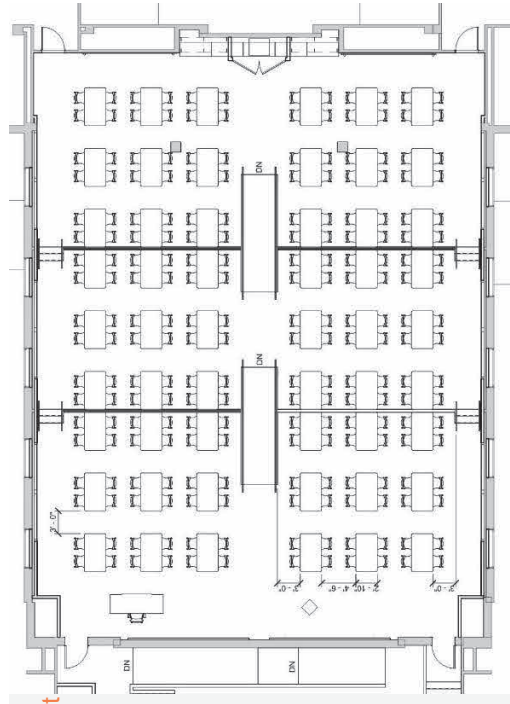


From Lecture Hall to Active Learning Classroom



Classroom Tables Layout

34" x 60" Tables
6 Pods/9 Tables Each
216 Seats



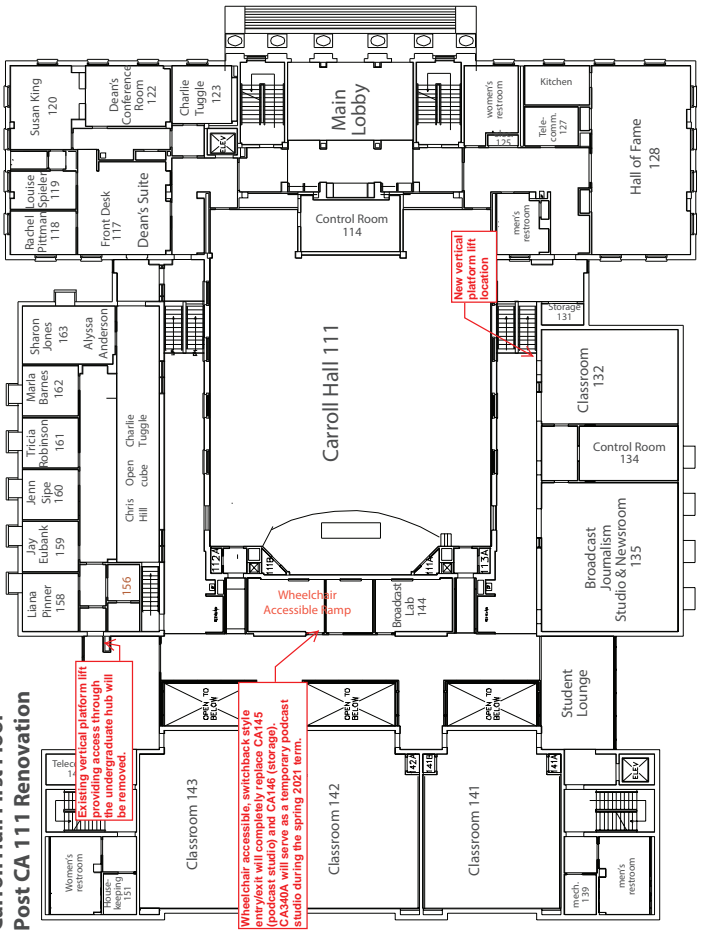
Carroll Hall First Floor Post CA 111 Renovation

Existing vertical platform lift providing access through the undergraduate hub will be removed.

Wheelchair accessible, switchback stairs entry/exit will completely replace CA145 (podcast studio) and CA146 (storage). CA340A will serve as a temporary podcast studio during the spring 2021 term.

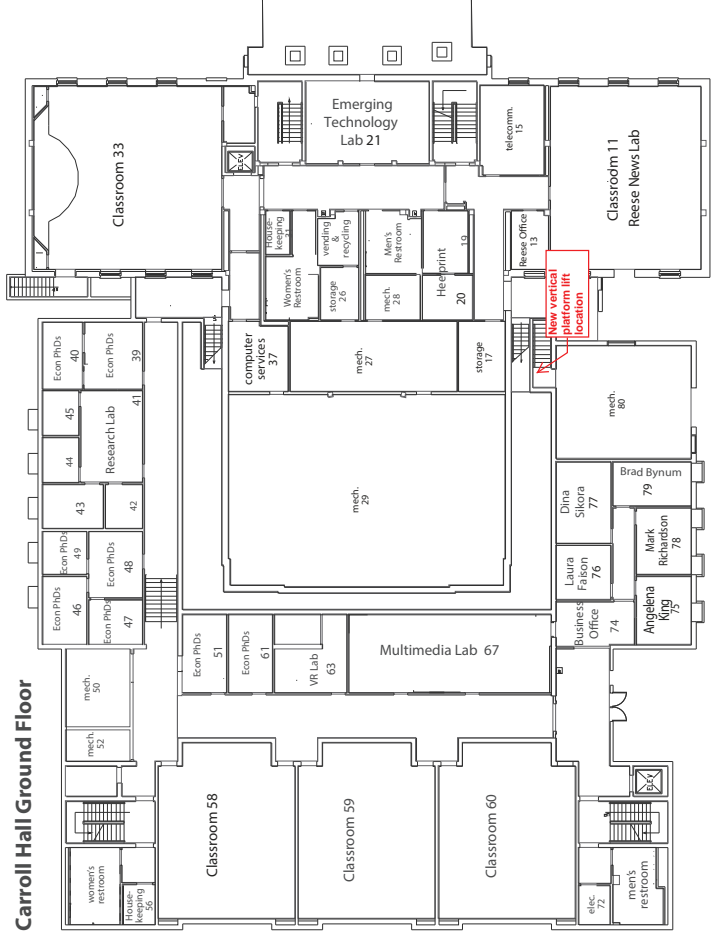
Wheelchair Accessible ramp

New vertical platform lift location



Carroll Hall Ground Floor

New vertical platform lift location



Savaria V-1504 Vertical Platform Lift

VERSATILITY FOR ANY APPLICATION

The Savaria V-1504 vertical platform lift is built to carry a wheelchair and passenger safely up and down one or more levels.

Suitable for installations in public and commercial buildings, as well as private homes, this Savaria lift features an extremely versatile design that can be configured and outfitted to suit virtually any project requirements and aesthetic needs. From the rugged outdoors to the most luxurious office tower lobbies, the Savaria V-1504 lift is ready to give you the reliable performance and peace of mind you deserve.



Suitable for virtually any architectural requirements including public spaces and home use

Ideal for indoor or outdoor applications from basic installations to large-scale, complex projects

Finish options including frameless glass for the ultimate in luxury for upscale commercial applications

Reappointment, Tenure, and Promotion Guidelines

What to Expect This Semester

Major changes up for debate

- Using "sustained accomplishment" from Task Force report as guiding principle for criteria
- *More possibilities for showing quality, significance for scholarly and creative/professional work (productivity more about regularity than quantity)*
- *Elevating organization, clarity, refinement/growth as teaching criteria (and reducing reliance on student course evaluations)*
- *More possibilities for showing effort and impact of service (and noting different expectations for untenured vs tenured faculty)*

Tenure-track revisions



Reorganization of guidelines into:

- Overview of research and professional tracks with guidance on balancing areas of effort given different teaching loads
- Criteria for what counts for scholarship, creative/professional activity, teaching, and service and expectations for reappointment, tenure, post-tenure, promotion to full
- Evaluation process, including timelines/requirements for dossier materials/submission, review/voting procedures, external reviewer considerations

Major changes up for debate

- Emphasizing (slightly) teaching over creative/professional activity for professional track
- Suggesting 'focus' of work is about thematic focus
- Adding expectation (but not requirement) of attention to diversity and inclusion in teaching (and invitation to discuss D&I and invisible labor in any statement or as a separate statement)

For ample discussion

Agreeing on research track's scholarship / teaching / service balance

Agreeing on professional track's creative/professional activity / teaching / service balance

Agreeing on what 'meets the mark' for

- (1) reappointment
- (2) tenure and promotion to associate
- (3) post-tenure review
- (4) promotion to full



P&T committee

Spencer Barnes
Lois Boynton
Pat Davison
Tori Ekstrand
Steven King
Terence Oliver
Ryan Thornburg
Charlie Tuggle
Francesca Carpentier



What to expect

School P&T committee taking first look (discussing Feb 5)

You will receive revisions in small sections (starting today) and may post comments in online forum

You will be invited to March discussion sessions once you have seen the full set of revisions

Cole Professor
Initial Search Discussion

January 8, 2021

1

The potential candidate should...

- Be a significant scholar
- Compliment & contribute to our programs
- Expand & extend our reputation
- Demonstrate a clear path of scholarship
- Bring resources to our school

2

The call should...

- Clearly articulate who we are
- Indicate the hire could be "as early as"

We will discuss a written call in February

3

MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Feb. 5, 2021

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Feb. 5, 2021, on Zoom.

Dean Susan King indicated UNC plans were to open classrooms on Feb. 8, as announced at the end of 2020. She shared the COVID metrics that were presented at the joint meeting of the chancellor's and provost's cabinets on Tuesday:

- UNC Hospitals reports 63 hospitalizations, compared to 74 a week ago and 95 on January 15
- The positivity rate is 9.7% in North Carolina, 2.5% in Orange County and .6% on campus.

Seth Noar reported no updates from the chancellor's advisory committee. He said the committee has met only once this semester, to discuss vaccinations, and will meet on an ad hoc schedule going forward. His understanding is that the numbers are low and the testing program is working well. Steven King reported that the testing system is working as intended, and shared that a positive test conducted at 4pm resulted in a move to isolation at 8am the following morning. He said the testing program is detecting positive cases in people who are asymptomatic, which is the goal. In order to process the move-ins this weekend, staffing has been increased at testing sites and in housing.

Mark Richardson presented the attached details for those returning to Carroll Hall on Feb. 8. The document was distributed to all faculty and staff for reference.

Heidi Hennink-Kaminski reported that approximately 100 admission interviews will be conducted across all graduate programs over the next two weeks. She will report on admissions and funding decisions in March.

Charlie Tuggle shared the attached stats on undergraduate admissions. Enrollment is down just slightly but remains relatively unchanged from AY 2019-20. In response to a question about admission percentage, Tuggle said that in the last cycle there were about 135 applications of which 103 were granted admission. Tuggle also shared that one of our students had placed third and another placed fifth in Hearst's new Explanatory Reporting category (formerly Enterprise Reporting). This is the second year in a row we've had two students in the top five of a writing category.

Rhonda Gibson announced this cycle's \$5,000 seed grant recipients: Erin Siegal McIntyre, Eva Zhao, Spencer Barnes and Pat Davison. Gibson chairs the seed grant committee and Julie Dixon and Seth Noar are the other members. Gibson shared that the committee was pleased with the great mix of applicants - in terms of practice/professional track and junior/senior faculty status.

Allison Lazard, chair of the Cole Professor search committee, led a discussion of the position's proposed job description which was distributed to all full-time faculty for review in advance. There was significant discussion of the position description, including these points:

- The position is not state funded, so is not impacted by the pending budget reductions.
- The substantive areas listed in the description were voted on by faculty five years ago during the school's program review. Lazard stated those areas would not be changed in the job description unless there was a faculty vote.
- August 31, 2021 has been designated as the start date for application review to provide ample time for candidates of the caliber the position requires to consider applying.
- The search will remain open until filled.

- The school will recruit for the position. To coordinate those efforts, faculty should submit suggestions to the committee for review and discussion.
- The description is written in a way that would not prompt a candidate to self-select out of consideration; the committee does not want to exclude candidates that don't fit the traditional mold.
- The VITAE program financial support is paused, but associated recruitment waivers are still available.
- The general timeline for the search is:
 - Application review begins August 31, 2021
 - In-person visits in Fall 2021
 - Start date of July 1, 2022

Following lengthy discussion, a motion to accept the proposed position description with the following changes to be made by the committee was made, seconded and approved by unanimous vote:

- Make clear that the vision statement is part of the application
- Add the additional resources that are provided by the professorship
- Add background about Richard Cole
- Add a more robust statement about diversity and inclusion, beyond the boilerplate language

Dean King shared that the school received its base budget figures just after 5pm last night. An earlier meeting with Mark Richardson prompted a review by the university's finance team of the extent of the cuts that were being designated for the school. She said the review, based on the figures presented by Richardson, resulted in a return of roughly \$100,000 to the school's budget. King then reviewed the attached list of principles that the school will use to guide decisions about specific cuts. The list was distributed to all faculty and staff for reference.

Other units have submitted their plans for specific cuts, and King noted a few examples:

- Reducing the use of adjuncts
- Eliminating the search for a distinguished professor
- Eliminating small, low financial return certificate programs
- Limiting doctoral admissions to students who can be assured faculty funding for 2.5 years

She emphasized that the school does have resources that can cushion some of the cuts, thanks to the endowment and strong fundraising.

Mark Richardson shared the attached slide summarizing the school's budget reduction, which will be \$294,040.13 in permanent cuts, implemented over the next two years. The FY21 permanent reduction amount will be \$184,216.79 and the FY22 permanent reduction amount will be \$109,823.34.

A question was raised about the state's "rainy day" fund and whether there has been any advocacy by South Building for its use in this crisis. Dean King said she didn't know what conversations the chancellor may have had/is having in that regard, but she does know that the Board of Trustees is pressuring the university's administration to fix the UNC-CH campus deficit now. Though the current budget reductions are university-mandated, not system-mandated, she reminded the group that the State Legislature controls the Board of Governors and the Board of Trustees controls the university, all of whom are appointed by the State Legislature.

A question was raised about the value of accreditation, particularly with regard to the Ad/PR area of study, given the associated enrollment caps for skills classes and our limited full-time faculty resources. Discussion ensued, with the following points raised:

- ACEJMC does not accredit only a portion of a program.
- Only students in accredited programs can compete in Hearst.

- The school must explore alternate formats for some courses to deliver instruction more efficiently.

The meeting adjourned just before noon.

FYI: Returning to Carroll Hall

BUILDING ACCESS

- 7:30 a.m. - 7:30 p.m., Monday through Friday.
- Faculty and staff swipe access outside those hours.
- Need a classroom key? Contact [Debra Powers](#).

WELLNESS CHECKS

- Faculty and staff must complete a [wellness self-check](#) on the days they plan to be on campus.

CAROLINA TOGETHER AMBASSADORS

- Will assist with pedestrian traffic flow, provide directions, distribute CPE and promote the Community Standards
- Opportunities to win \$25 gift cards to local businesses through the [Golden Ticket incentive program](#).

CLASSROOM TECH

- Quick start guides are posted at each instructor station.
- All classrooms have two cameras and a microphone array.
- Review the recorded classroom overviews for detailed guidance. Both sessions covered the same topics. *Tip: Watch at x1.5 speed.*
 - [Session 1](#) (PW: 4JK8b\$4)
 - [Session 2](#) (No password)
- IT FAQs (updated for COVID-19): <https://mjhelp.web.unc.edu/faqs/>
- Need assistance? Reach out via <https://help.unc.edu/>

CLASSROOM USAGE

- Classrooms are stocked with hand sanitizer and disinfectant wipes and will be restocked by housekeeping nightly. Call housekeeping at 919-962-6586 (for immediate needs) or email hussmanbusinessoffice@unc.edu if sanitizer and/or wipes need to be replenished.
- Do not change furniture configurations or move furniture from one space to another.
- Close all doors at the end of class.

UNDERGRADUATE HUB

- Open 8 a.m. - 5 p.m. MW and 9:30 a.m. - 2 p.m. TR
- Virtual front desk is staffed 10 a.m. - 4 p.m. M-F

PRINTING

- Paper is self-serve and is stocked in the mailroom.
- Printer issue? Ask for help at <https://help.unc.edu/>

MASKS

- Students, faculty and staff are responsible for having masks.
- Extras are available in the Undergraduate Hub during operating hours.

SHARED SPACES

- Housekeeping will provide more frequent cleaning/wipe-down of restrooms, door handles and stair rails.
- All refrigerators, coffeemakers, microwaves, water kettles, etc. remain offline and are marked as “out of service.”

MAIL

- Mail is delivered and picked up daily.
- Mailroom occupancy is limited to 2 people.

ELEVATORS

- One rider at a time and reserved for those with accessibility needs.

2021

UNC Hussman Student Enrollment Numbers

- Graduating Seniors: 426
- Recent Admissions: 303
 - Fall 2021 Admissions: 103
 - Spring 2021 Admissions: 200
- Assured Admission Students: 40
- Transfer Students: 40

HUSSMAN SCHOOL OF JOURNALISM AND MEDIA



University Budget Reduction Principles	Hussman Principles
Reductions should be consistent with the role and mission of Carolina and the University's strategic plan, Carolina Next: Innovations for Public Good. Protect activities that are central to the University's mission.	Remain student-centered and future-focused. Address this financial challenge without sacrificing the long-term rigor and richness of our undergraduate and graduate programs.
Reduce budgets strategically, not across the board.	Make evidence-based decisions that strengthen the allure and sustainability of our undergraduate and graduate programs. Market tests and financial sustainability will determine offerings.
Streamline current processes and procedures to help reduce expenditures, eliminate redundancies and mitigate impacts on staff workload.	Align enrollment with student demand and faculty/staff resources. Accelerate the implementation of the MEJO 137 model for multi-section courses.
Decisions about cost reductions should always consider the impact on revenue generation.	Implement reductions that are in alignment with the schools' strategic plan.
Reductions that have the effect of shifting costs to other areas will not be permitted.	Recognize that existing positions may need to take on new responsibilities, adapt to reduced support and/or engage in additional training.
Consult broadly to determine the best reduction options. Units should communicate openly, honestly and frequently about their budget reduction process and their reduction decisions.	Focus the question around sunseting low enrollment degree programs and/or those with declining enrollment. Reduce the frequency of courses with low and/or declining enrollment. Continue enrollment growth in programs that provide SBT.
Balance personnel reductions across all layers of the University with a focus on reducing the number of senior administrators in our organization.	Utilize full-time faculty resources to fulfill curricular needs before filling gaps with adjunct instructors.
Ensure any non-recurring reductions used to meet FY20-21 targets are complemented with longer-term budget decisions that convert non-recurring reductions into recurring adjustments.	Identify reductions that can be sustained post-pandemic, i.e., supplies, leases, food, subscriptions, travel, contract positions, unfilled positions.

FY21 and FY22 State Budget Reduction Summary*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

FY21 Permanent Budget	FY21 Permanent Budget After Reduction	FY21 Permanent Reduction Amount
\$6,154,805.50	\$5,970,588.71	\$184,216.79

FY22 Permanent Budget	FY22 Permanent Budget After Reduction	FY22 Permanent Reduction Amount
\$5,970,588.71	\$5,860,765.37	\$109,823.34

Total Permanent Reduction, FY21 + FY22 | **\$294,040.13**

**These numbers do not include benefits, as benefits are covered by the university's central benefits pool*

MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Mar. 19, 2021

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Mar. 19, 2021, on Zoom.

Dean Susan King shared the following announcements:

- Lisa Stockman Mauriello has been diagnosed with ALS and will not be joining our faculty as planned. Lisa has a large supportive network of friends and colleagues and wants to use the time she has left to fundraise to build the school's health communication focus and create a health communication certificate.
- Nikole Hannah-Jones is on track to join our faculty in July. There have been a number of staff changes at the Knight Foundation, which has delayed the finalization of the chair agreement. Her appointment cannot be announced until that agreement is signed, likely in late March or early April.
- Members of the AEJMC media law area are organizing an online gathering in early April to celebrate the life of Michael Hoefges, who recently lost his battle with cancer.
- The university will be conducting a series of online trainings to increase bias awareness. Trevy McDonald, Director of DEI, said the first training, "Managing Bias," will be launched next week and the second, "Managing Bias in the Workplace," will be launched in early summer.
- The Triad Foundation notified us last Friday that it is sunsetting the Park Fellowship program at the end of the current grant (AY 2022-2023) after 25 years of support. We are contacting current and former Park Fellows to share the news and the Triad letter will be shared with faculty and staff after the meeting. The school is not currently receiving funding from the Graduate School for our graduate programs, and Heidi Hennink-Kaminski, Lucinda Austin, Daniel Kreiss and Dean King will be meeting with Provost Blouin in the next few weeks to discuss the financial future of the Ph.D. program and possible university support, which is typical of other units on campus. In addition, the school's Foundation Board has made diversifying funding for the graduate program one of its priorities for the next two years.

Mark Richardson shared the attached slide deck to walk through the school's strategic budget reductions. Though personnel is the school's largest state-funded expense, people and positions were prioritized in the reduction decisions. Salary savings, elimination of two vacant staff positions, better financial management in the last year (i.e., reinvesting endowment earnings) and the Hussman gift were key in enabling the school to preserve all current full-time positions and planned faculty hires. The school's strategic plan, Envisioning Tomorrow, was key in focusing budget cut decisions. Q&A followed the budget presentation.

Allison Lazard (search committee chair) reported that the changes to the Cole Professor position description discussed at the last faculty meeting had been made and the request for a hiring waiver has been submitted.

Dean King reviewed plans for the Fall 2021 semester. The university is proceeding under the premise that campus will operate in person at regular capacity. Masks will still be expected, and classroom distancing is under review. There are questions about whether the testing program should continue in the Fall in light of widespread vaccinations. She said there is no UNC system policy on telecommuting, and many units are auditing positions to determine which will be critical to be in-person when campus re-opens.

Dean King reminded the group that the NC Media & Journalism Hall of Fame is Friday, April 9, at 6 p.m. The virtual event is being produced by an events company and should be quite the show. Inductees are Rebecca Darwin, Peter Gammons, Nikole Hannah-Jones, Torod Neptune and Judy Woodruff. Student

tickets are \$5 and general admission tickets are \$25. The virtual panel with the inductees at noon on April 9 is free.

The meeting adjourned just after 11:30 a.m.

UNC Hussman School of Journalism and Media Faculty Meeting

Budget Update


March 19, 2021



THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

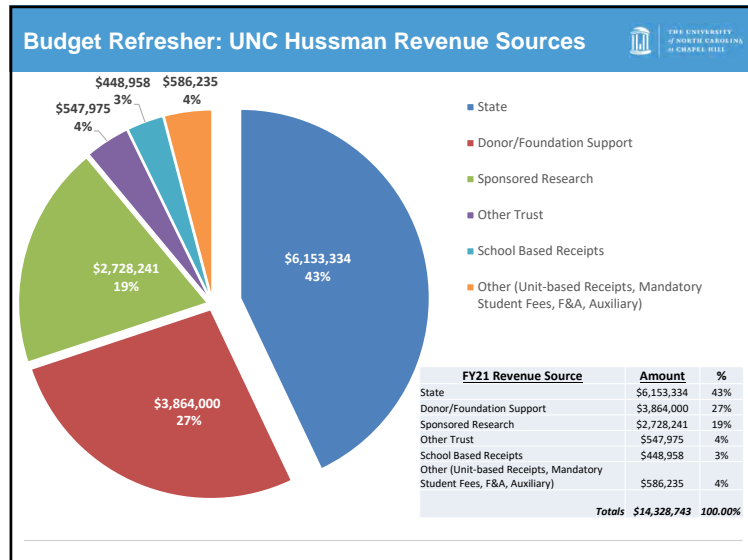
1

Overview




- I. Budget Refresher: UNC Hussman Revenue Sources
- II. Permanent Budget Cut Breakdown
- III. Strategies for Addressing Permanent Cuts
- IV. Questions

2



3

Permanent State Budget Reduction Summary*



FY21 Permanent Budget	FY21 Permanent Budget After Reduction	FY21 Permanent Reduction Amount
\$6,153,334.00	\$5,970,588.81	\$182,745.19


FY22 Permanent Budget	FY22 Permanent Budget After Reduction	FY22 Permanent Reduction Amount
\$5,970,588.81	\$5,860,765.45	\$109,823.36

Total Permanent Reduction	\$292,568.55
----------------------------------	---------------------

**These numbers do not include benefits that are covered by the university's central benefits pool.*

4



FY22 and Beyond State Budget Breakdown



Permanent Budget (after all reductions)	\$5,860,765.45
Projected Expenses (personnel and operating)	\$6,444,029.61
Balance	(\$583,264.16)

5

Strategies for Addressing Permanent Reductions






Savings to Capture
(\$583,264.16)

- Plan for one-time salary savings
- Leave two permanent SHRA positions unfilled
- Leverage available professorship funding
- Reduce operational/non-personnel expenses
- Tap available Hussman naming gift funds

6

Reduction Strategy: One-time Salary Savings

Savings to Capture
(\$583,264.16)

One-Time Salary Savings
\$261,235.60

- Salary savings sources:
 - faculty course buyouts
 - faculty leaves funded by other units on campus (Provost, etc.)
 - faculty vacancies
 - staff vacancies
- An annual salary savings budget of \$250K has been set moving forward
 - \$261,235.60 confirmed to date for FY22

Remaining Savings to Capture:
(\$322,028.56)

7

Reduction Strategy: Leave SHRA Positions Unfilled




Savings to Capture
(\$583,264.16)

One-Time Salary Savings
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Dean's Office Administrative Support Specialist
Savings: \$36,000.00

Public Communications Specialist
Savings: \$43,345.00

Total Savings: \$79,345.00

Remaining Savings to Capture:
(\$242,683.56)

8


Reduction Strategy: Leverage Professorship Funding

Savings to Capture
(\$583,264.16)

One-Time Salary Savings
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90



- Implementation of the school's reinvestment strategy this fiscal year plowed a significant amount of cash back into professorship principal sources
- As a result, our professorships are projected to produce an additional **\$74,999.90** in income in FY22 that will be tapped instead of state funding

Remaining Savings to Capture:
(\$167,683.66)

9

Reduction Strategy: Reduce Operational Expenses


Savings to Capture
(\$583,264.16)

One-Time Salary Savings
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90

Operational Expense Reduction Savings
\$19,533.82



Line Item	Amount
Supply budget	(\$1,000.00)
Service parking expense moved to a non-state source	(\$1,974.00)
Reduction in copy machine expense	(\$3,149.62)
87% reduction in number of cable TV connections. Only lines in Dean's suite and Carroll lobbies remain active (27 of 31 connections eliminated)	(\$6,525.00)
70% reduction in number of active telephone lines (80 of 114 lines eliminated)	(\$13,885.20)
Non-fringe pool benefits budget	\$5,000.00
Miscellaneous budget	\$2,000.00
Total Net Savings:	\$19,533.82

Remaining Savings to Capture:
(\$148,149.84)

10

Reduction Strategy: Utilize Hussman Naming Gift

Savings to Capture
(\$583,264.16)


One-Time Salary Savings
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90

Operational Expense Reduction Savings
\$19,533.82

Hussman Fund Savings
\$148,149.84



- Hussman Gift Funds
 - \$200K in expendable funds available each year until endowment principal produces a \$200K payout
 - Endowment will eventually pay out more than \$200K as investment contribution value grows
- The Hussman source will absorb **\$148,149.84** in salaries (\$200K total with benefits) in FY22 that are currently funded by state dollars

Remaining Savings to Capture:
\$0.00

11

Questions?

Savings to Capture
(\$583,264.16)


One-Time Salary Savings
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90

Operational Expense Reduction Savings
\$19,533.82

Hussman Fund Savings
\$148,149.84



Remaining Savings to Capture:
\$0.00

12

MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
Apr. 16, 2021

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, Apr. 16, 2021, on Zoom.

Dean Susan King introduced Erica Perel, who recently joined the school as Director of the Center for Innovation and Sustainability in Local Media, and Valerie Booth, who joined the school's business office in early March as our new accounting technician.

Nori Comello shared the attached recap of the work she conducted around mental health stigma during her University-sponsored research and study leave last semester.

Dean Susan King shared the following announcements:

- The school's Kenan Stadium commencement ceremony will be Saturday, May 15, 9 a.m.
- The school is producing a virtual yearbook for the Class of 2021, following the same format as was created for the Class of 2020.
- Seniors will be able to pick up Hussman School "swag" on May 5 (which is LDOC) in front of Carroll Hall. Faculty and staff are encouraged to attend.
- The COACHE survey is live and faculty are encouraged to participate.
- Faculty will be receiving links to complete their annual reports from Rachel after commencement. Reports will be due mid-June.
- Dean King will be holding 1:1 meetings with all faculty over the summer. She met with individual faculty when she first came to the school with so many new members she feels it's time to connect again.
- There will be an interim summer faculty meeting on July 13 to share updates around the Fall semester and begin preparing for the ACEJMC site visit (Oct. 10 – 13).
- The annual school retreat will be on August 13. If restrictions have lifted, the retreat will be held in person.

Charlie Tuggle provided the attached update on the Curtis Media Center. Construction will be completed in August and the interior upfit (studio equipment, classroom furniture, etc.) will be completed by late Fall. The first classes will be held in the building in Spring 2022. Gary Kaye shared the attached slide deck to explain the building technology, calling the building the country's "leading ed tech hub." Discussion of the building's classroom technology, particularly around Zoom recordings and managing hy-flex instruction, followed.

Charlie Tuggle shared an update on undergraduate enrollment:

- We have offered assured admission to 68 students, which tracks our average of 65.
- We have offered similar admission for transfer students, which is up slightly from our average.
- Undergraduate enrollment overall remains steady.

Heidi Hennink-Kaminski provided the following related to the graduate program:

- Heidi, Casey Hart, Dean King and Mark Richardson met with UNC's Office of Distance and Lifelong Learning and 2U to discuss opportunities for the MADC program. 2U believes we can attract 100 – 120 students per year to the MADC program. The Hussman team emphasized that the expanded program needs to bring additional resources to the school and be good for faculty. Faculty will be involved in the decision-making process.

- Yesterday was the deadline for graduate program acceptances, and we have: 7 PhD, 31 M.A. (24 unfunded) and 7 M.A.D.C. (final MADC deadline is May 11; there are 49 applications in progress).
- The MA task force is exploring taking the residential program down to one year + one summer semester. The committee has met five times and has looked at curriculum, courses and scheduling. The school must prepare a proposal to submit to The Graduate School in August. If approved, the new program would launch in Summer 2022.
- Heidi, Lucinda Austin, Daniel Kreiss and Dean King met with Provost Blouin to discuss funding of our doctoral program. Blouin underscored the necessity and value of a doctoral program at a research university professional school, saying that PhDs are important ambassadors for the school. He noted that we already have an excellent program (vs. needing to build to a high level), we just need to pursue funding; with the sunset of the Park funding, we will be much more like our peers across the country. Blouin encouraged us to determine what size will enable us to deliver quality? Meaning: do we have enough faculty to support the students and do we have enough courses to offer students.
- Due to the Covid disruption, a number of PhD students deferred teaching to Fall '21. There will be 11 MAs to assign as graduate assistants. Assistant assignments will be prioritized for untenured faculty, MEJO 137 and MEJO 101. Heidi will be accepting assistant resource requests in May.
- The school's three foundation board member PhDs want to meet with faculty to discuss funding.

There was an extended discussion about demands on Ad/PR faculty, particularly for professional track minority faculty. It is clear that workload is not evenly distributed across faculty. The need to look at a thesis substitute for the professional MA and the 2U model was raised. There was a request for transparency around the distribution of student committee service. The grad studies office tracks those committees, and Dean King committed to sharing that information by the next faculty meeting.

Trevy McDonald shared the attached summary of the UNC System Racial Equity Task Force report. She shared the following updates related to the school's D&I committee activities:

- The committee has met monthly. Nori Comello returned as chair in the Spring – Livis Freeman served as interim chair in the Fall.
- Lois Boynton is curating and distributing a bi-weekly digest of DEI resources to the school's listserv.
- The new student advisory board had its first meeting this semester.
- The committee has reviewed all the school's position descriptions prior to posting to ensure adherence to DEI standards.
- The committee is exploring inclusive instruction training. Trevy is currently enrolled in a University of Florida program and Barbara Friedman is enrolled in a Poynter program.
- The inclusion inventory of graduate courses has been completed.
- Students have been able to complete their MEJO degree without taking a single course in diversity. A proposal for a foundational course in cultural competency is being developed.
- The committee is reviewing the current diversity plan (which was adopted in 2016) and will bring a refreshed plan to faculty for a vote.

Rhonda Gibson and Stephanie Willen Brown presented the attached overview of the assessment process and recent findings. The results from the Senior Survey and capstone evaluations will be reviewed over the summer and will be shared with faculty when completed.

The meeting adjourned at 12:40 p.m.

Research leave highlights

DR. NORI COMELLO
PRESENTED AT FACULTY MEETING 4/16/2021

1

Faculty research & scholarly leave

- ▶ Received a Senior Faculty Research and Scholarly Leave from Provost's office for Fall 2020
- ▶ Conducted studies related to mental health stigma, media, and identity
 - ▶ Interviews
 - ▶ Pilot test + experiment
- ▶ Two pieces accepted at DC Health Communication Conference later this month
- ▶ Some challenging times, but overall a rewarding experience

2

Mental health stigma

- ▶ Remains a stigmatized condition.
- ▶ Question for us as storytellers: *how do we portray people with mental illness in ways that may reduce stigma and increase empathy?*
- ▶ Turned to the research in social identity on multiple categorization
 - ▶ Describing members of marginalized groups in complex ways results in more empathy and support.

3

Pivoting during a pandemic!

- ▶ Proposed study in Dec 2019 with plans to take leave in Fall 2020.
- ▶ Intervening events: COVID-19 pandemic and racial injustice protests.
- ▶ Decided to incorporate RACE formally in research questions and design.

4

Key findings of studies so far

- ▶ Interviews (n=20) with young adult BIPOC with mental health concerns:
 - ▶ Race and other identities interacting to shape mental-health trajectories
 - ▶ Inadequate or inaccurate representation of BIPOC in the media
 - ▶ Power of social media to educate and connect
- ▶ Experiment (n=917) to test complex storytelling and race cues
 - ▶ White (vs non-white) participants preferred more social distance
 - ▶ Complex storytelling does help individuate the person in the story, but does not necessarily lead to less stigma.
 - ▶ Pattern of significant 3-way interactions between storytelling, race of character, and race of participant

5

Looking ahead....

- ▶ More analysis needed to untangle interaction effects, and to consider findings from qual and quant together.
- ▶ Happy to chat further if you have further questions about studies.
- ▶ If YOU have produced stories, films, or other media content about people with mental health concerns, please email me!
- ▶ Thank you to my collaborators
 - ▶ Dr. Parul Jain, Dr. Mrittika Sen, Dr. Jeannette Porter
 - ▶ PhD students: Jaz Gray, Jake Thompson, Sophie To (Gillings)

6



1



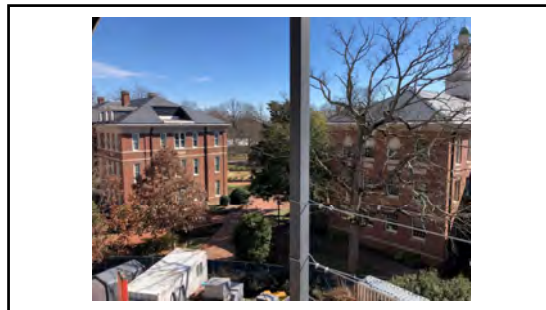
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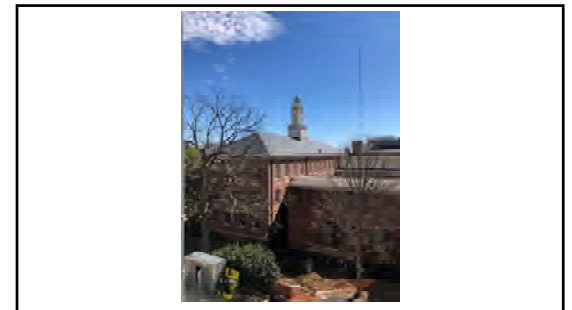
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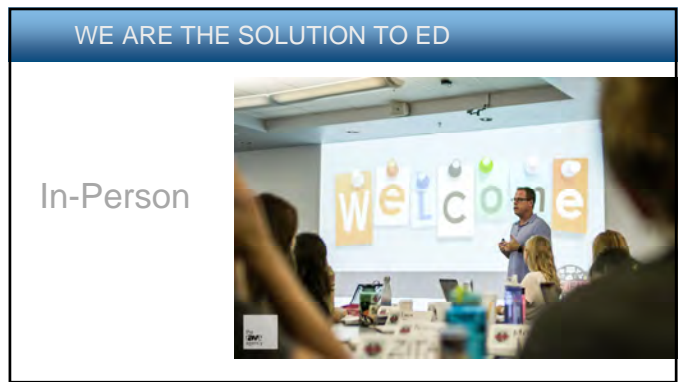
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CMC is...

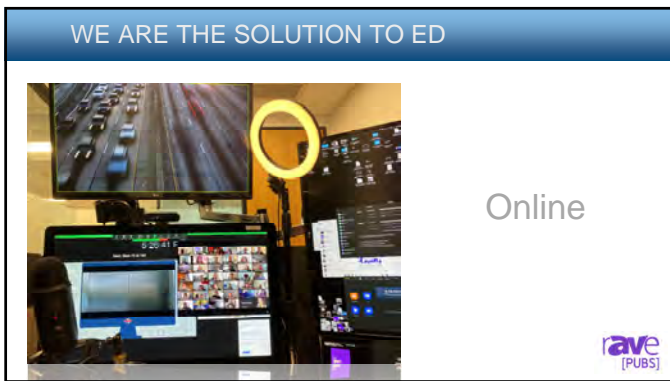
Every Classroom is 4-in-1:

1 In-person teaching	2 Online
3 Duo Hybrid	4 HyFlex

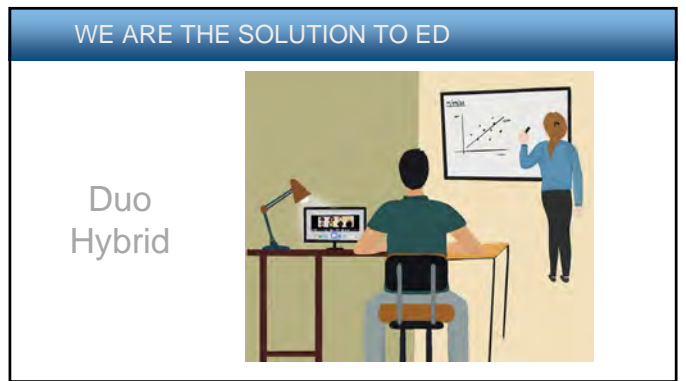
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4



5



6

WE ARE THE SOLUTION TO ED



HyFlex 1

7

WE ARE THE SOLUTION TO ED



HyFlex 2

8

PROJECTION

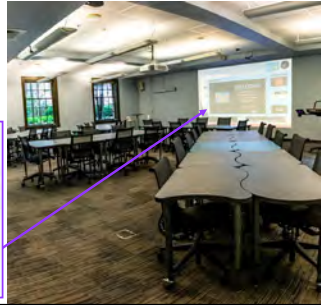
Floor-to-Ceiling



9

PROJECTION

Digital Canvassing



10

VIDEO

Always 2 cameras



11


AUDIO


Mic-Arrays



12


AUDIO


Always-on 



13

AUDIO & VIDEO


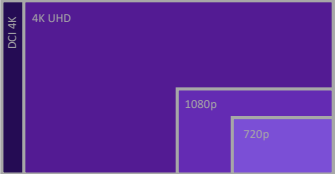
Always recording 



14


VIDEO

4K projection

15


INSTRUCTOR REFERENCE & HYFLEX



Two back-of-room displays

16

SHARING



Personal BYOD Interactivity

17

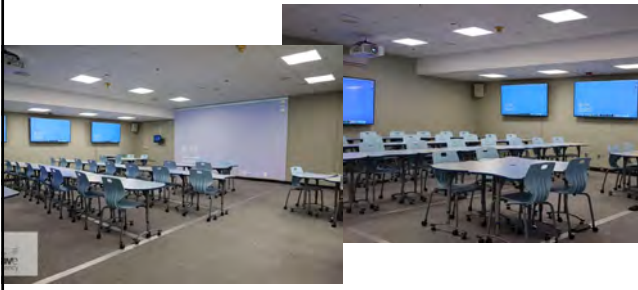
Control



Touch Control

18

RE-CONFIGURABLE ROOMS



19



20

DEI REPORT

Spring 2021

UNC System Racial Equity Task Force

Established June 2020 by the Board of Governors to examine the legacy of race and racism in North Carolina's public higher education system, how that history shapes and impacts experiences of students, faculty, staff, and communities, and arrive at an actionable path forward that will build a culture of inclusion.

Recommendation 1

Diversity and Equity Staffing to Support Inclusion & Belonging

- The System Office should establish an executive position that reports directly to the president to implement the recommendations of the UNC System Racial Equity Task Force and oversee future equity and inclusion initiatives. All faculty, staff, and students should have access to a diversity, equity, and inclusion representative and a safe space to talk confidentially about inequities.

Recommendation 2

Representation and Retention at All Levels of the University

- Examine and improve recruitment, hiring, promotion, and retention policies and practices to build a racially diverse and equitable University of students, faculty, staff, and top leadership.

Recommendation 3

Data & Accountability

- Establish reporting requirements, accountability mechanisms, and processes that support a sustainable procedure for collecting race and equity data and the implementation of strategies in support of a more equitable UNC System

Recommendation 4

Diversity, Equity, and Inclusion Education

- Establish comprehensive programming for all students, faculty, and staff of the UNC System, and provide mandatory training for those individuals charged with ensuring compliance with diversity and inclusion standards, including institutional leadership, department chairs, division leaders, and others who serve in a supervisory role.

Recommendation 5

Programs and Activities in Support of Racial Equity & Inclusion

- Develop and support programs that improve equitable outcomes.

Recommendation 6

Campus Policing

- Build upon and make consistent across institutions training, procedures and data collection practices that effectively support and promote racial equity in campus policing. Strengthen partnerships with other campus departments to facilitate alternative and/or shared responses to certain crises.

Other Concerns

- The Board of Governors should be representative of the diversity of the students in the UNC System
- Every student should have a laptop.
- Other issues of equity and diversity should be addressed at the System-level.(gender, disability, socioeconomic status)
- The Board of Governors should establish a staff award.

D & I Subcommittees (Hussman)

- Information Sharing
- Climate and Culture
- Recruitment/Hiring/Retention
- Curriculum

Foundational Course in Cultural Competency

- Communicating Across Difference
- Bias, Misinformation and Disinformation
- Representing Class
- Gender and Sexuality
- Crossing Borders
- Representing Disabilities
- Indigenous Communities
- Bridging Generations

Assessment Report to Faculty

April 16, 2021
Rhonda Gibson & Stephanie Willen Brown

1

Agenda

- Why bother with assessment?
- Broad summary of undergraduate assessment
 - External review
 - Knowledge quiz
- Closing the loop
- Faculty input on next steps



Illustration by Freepik Storyset

2

Why assessment?



3

Why and how do we evaluate student work?

- Required by our accrediting body (ACEJMC) and UNC to measure student learning outcomes, through
 - Indirect &
 - Direct measures
- Indirect measures:
 - Senior experience survey about Hussman
 - Students' self-report of what they learned
- Direct measures:
 - Review of undergraduate final projects by industry professionals in both strategic communication and journalism
 - Student knowledge quiz
 - Today's focus on direct measures



Illustration by Freepik Storyset

4

Student learning outcomes from ACEJMC

- Assessment team adapted ACEJMC's 12 values & competencies to Hussman student learning outcomes (SLOs)
- Values & competencies are part of ACEJMC's 9 Accrediting Standards under section 2, Curriculum & Instruction, pre-2021.



Illustration by Freepik Storyset

5

SLOs, condensed

1. Principles and laws of freedom of speech and press in the U.S.
2. History and role of professionals and institutions in shaping communications
3. Gender, race, ethnicity, sexual orientation and/or other forms of diversity in relation to media and communications
4. Diversity of peoples and cultures and of the significance and impact of media and communications in a global society
5. Concepts and theories in the use and presentation of images and information
6. Professional ethical principles and work in pursuit of truth, accuracy, fairness and diversity
7. Thinking critically, creatively and independently
8. Conducting research and evaluating information by methods appropriate to major area
9. Writing correctly and clearly in forms and styles appropriate for my major area within MEJO
10. Ability to critically evaluate my own work and that of others for accuracy & fairness, clarity, appropriate style & grammar
11. Application of basic numerical and statistical concepts
12. Application of tools and technologies appropriate for major area

6

Direct measure #1: Undergraduate final project review

- 12 final projects in select courses from spring 2020 were chosen at random by the assessment team. Examples:
 - Campaign plan for a client in Public Relations Campaigns (MEJO 634)
 - 2,000-word news stories from Media Hub (MEJO 625)
 - Video documentaries from International Projects (MEJO 584)
- This is not intended for evaluation of individual faculty, so evaluators do not know:
 - Any identifiable information about the student, the course or the instructor

We are careful to keep the evaluators' focus on the work itself, devoid of virtually all context




Illustration by Freepik Storyset

7

Who are the reviewers?! In 2020:

- 2 journalism and 2 public relations professionals
- Criteria
 - Selected from the Hussman Board of Advisers, Foundation Board, and Alumni Association
 - At least 10 years in their profession
 - NOT a current instructor at Hussman
- They committed about 15-20 hours to this endeavor




Illustration by Freepik Storyset

8

Elements that were evaluated

- Overall impression of student work
- Coverage of topic
- Sources and evidence used
- Organization of information
- Writing mechanics
- Strategic communication (when applicable)
- Design (when applicable)




Illustration by Freepik Storyset

9

Rating scale used

Each element was rated on a scale of

- 5 = seasoned professional (as in 5 years in the job)
- 4 = early career (first or second year in the job)
- 3 = intern (student approaching their senior year)
- 2 = student (beginning to learn the ropes)
- 1 = Does not meet the minimum rating of student




Illustration by Freepik Storyset

10

The results show.....



11

Quantitative results of 2020 student work

Component	Mean Rating
Overall impression of the student's work	3.58
Organization of information	4.17
Writing mechanics	4.09
Coverage of topic	3.50
Sources and/or evidence	2.92
Use of visuals (only projects with video/design component)	3.75
Thoroughness & administrative detail (only projects with a strategic communication component)	3.83
If this project were included a portfolio, would you consider hiring the author for an open position?	4.00

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Qualitative comments

- Overall strengths included:
 - Strong writing
 - Strong production
- Overall areas of improvement included:
 - Need for more analysis, source attribution, and evidence instead of relying on assumptions
- See Findings Report for additional comments




Illustration by Freepik Storyart

13

Evaluation of the external review process

Weaknesses identified	Possible response
<ul style="list-style-type: none"> Results not statistically significant; we reviewed only 12 projects in 2020 Little feedback shared with faculty – overall and in evaluated courses. 	<ul style="list-style-type: none"> Increase the number of projects reviewed Increase the number and variety of reviewers Assessment team meetings with faculty: <ul style="list-style-type: none"> All faculty for overview of results (today) Faculty whose work was evaluated (March 26, 2021) Others as needed

Reminder: all work is de-identified – evaluators don't know the course; faculty won't know the students who did the work

14

Next up: Student Knowledge Quiz




Illustration by Freepik Storyart

15

Direct measure #2: Student knowledge quiz

Imagine that you were to measure public opinion on a news issue and then you subsequently grouped respondents into the categories of supportive, unsupportive, and neutral based on their opinion of the news issue. Of the following choices, which type of chart would be most effective for visualizing your groupings?

- line graph
- scatterplot
- pie chart
- network

A headline for a news story or a press release should:

- help readers using search engines find the story or release
- stay away from setting the tone for the content
- communicate only a minimal amount of information to avoid revealing the focus of the story
- be written in passive voice, avoiding present-tense verbs

16

Process for administering the knowledge quiz

- The quiz has 20 multiple-choice questions.
 - Questions come from Hussman core courses (MEJO 121, 153, 340/341) and other areas faculty agree are covered across the curriculum (ethics, diversity)
- Beginning students take the quiz as they enter the major through MEJO 153 in either fall or spring semester.
- Graduating seniors take the quiz in April.
 - The quiz is administered with the student experience survey.
- We compare the results of those two groups to assess SLOs based on ACEJMC values and competencies.

17

Demographics of entering respondents (n=344)

Pre-test survey administered fall & spring 2019

- 67% were already majors
 - 59% indicated interest in strategic communication (SC)
 - 37% in journalism (J)
- 22% planning MEJO major; 10% not planning MEJO major (excluded from survey)

Gender identity

- 75% identified as women; 25% as men; 2 as gender fluid

Racial / ethnic identity

- 80% identified as White/European descent
- 9% as Black/African descent; 9% as Latinx
- 7% as Asian; 2% as American Indian or Alaskan Native
 - (respondents could choose all that apply)




Illustration by Freepik Storyart

18

Demographics of seniors (n=183)

- Data from May/August 2020 graduating seniors (knowledge quiz administered April 2020)
 - 63% reported being in strategic communication (SC)
 - 37% reported being in journalism (J)
- Median age was 22 for both SC and J majors
- Gender breakdown: 82.6% identified as women
 - 87.7% women in SC
 - 73.2% women in J




Illustration by Freepik Storyset

19

Demographics of seniors: Race/ethnicity & GPA

	All Respondents	Strat. Comm.	Journalism
Am. Indian/Alaskan Native	0.0	0.0	0.0
Asian	7.5	7.2	8.1
Black/African descent	5.2	4.3	6.7
Native Hawaiian/Pacific Islander	0.0	0.0	0.0
White/European descent	81.9	83.9	78.3
Latinx	5.2	4.3	6.7
Multiple races/ethnicities	4.2	4.3	4.0

GPA range	All Respondents	Strat. Comm.	Journalism
Below 2.49	0.0	0.0	0.0
2.5 to 2.99	2.5	2.3	2.8
3.0 to 3.49	43.3	41.5	46.5
3.5 or above	54.2	56.2	50.7

20

The results show.....



21

Seniors outperformed incoming students on ...

- Principles and **laws of freedom of speech & press** in US
- History** and role of professionals & institutions in shaping communications
- Gender, race, ethnicity, sexual orientation and/or other forms of **diversity**
- Concepts & theories in **use and presentation of images** and information
- Professional **ethical principles** and work in pursuit of truth, accuracy, etc.
- Conducting research** and evaluating information
- Writing** correctly and clearly
- Application of **tools and technologies** appropriate for the major




Illustration by Freepik Storyset

22

Seniors **did not outperform** incoming students on ...

- Thinking critically**, creatively, and independently
- Ability to **critically evaluate work for accuracy and fairness, clarity**, appropriate style and grammar
- Application of **basic numerical and statistical** concepts




Illustration by Freepik Storyset

23

Positive findings

- The average number of correct items across the 20-question quiz for 2020 seniors (15.1) was higher than the previous year (14.6), suggesting **overall improvement** during Hussman career
- The strongest performance by seniors was in the area of **diversity**




Illustration by Freepik Storyset

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Opportunities for improvement

- Seniors answered fewer than 70% of the items correctly in these areas, suggesting a need for improvement:
 - Application of **basic numerical and statistical concepts**
 - Application of **tools and technologies** appropriate to the major
- Seniors declined in their performance compared to the previous year in:
 - Use and presentation of images** and information
 - Application of **basic numerical and statistical concepts**
- Differences between SC and J students reveal that improvement is needed to strengthen **research literacy** of J students

25

Evaluation of the Knowledge Quiz results

Weaknesses identified

- Seniors don't always outperform incoming students
- Research prowess lower in J than in SC

Possible response

- Revise knowledge quiz questions with help of core course faculty
- Share data with J faculty for instruction revision

26

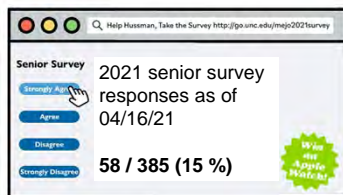
Evaluation of the Knowledge Quiz process

Weakness identified

- Low numbers of responses from:
 - non-Caucasian students
 - Male students
 - J students

Possible response

- Enlist faculty help in getting seniors to take survey



27

The purpose of assessment is to identify strengths and weaknesses in our practices and to implement changes to improve SLOs

This critical step in assessment is referred to as **“closing the loop”**

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“Closing the Loop”

- Previous accreditation reviews and conversations with consultants indicate that we need to do more loop closing
 - Regularly reporting results to faculty
 - Making changes based on our findings
- Faculty opportunities/responsibilities include:
 - Celebrate our achievements – share with others how our students excel
 - For areas where improvement is needed:
 - Adjust what you teach, how you teach, how you assess learning
 - Collaborate with others who teach the same classes to make changes
 - Work with the assessment team to improve SLO measures

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“Closing the Loop:” Next steps for assessment team

- Meet with faculty who teach core courses
- Revise knowledge quiz – reflect changes in curriculum
- Ensure that faculty teaching different sections of same class are teaching the same content (being mindful of academic freedom)
- Share results with Curriculum Committee
- Add courses and reviewers to the external review process
- Work with the Diversity Committee to ensure emphasis across the curriculum

30

Your thoughts?

- What questions do you have about the process or results of our direct assessment measures?
- What suggestions do you have about how we can *interact* with faculty to help close the loop?

- Contact us individually



MINUTES
HUSSMAN SCHOOL OF JOURNALISM AND MEDIA
FACULTY MEETING
May 7, 2021

The faculty of the Hussman School of Journalism and Media convened at 10 a.m., Friday, May 7, 2021, on Zoom.

The meeting was immediately preceded by the announcement of the following awards:

- Staff Excellence Award: Kathy Bruno and Mark Richardson
- Val Lauder Teaching Award: Tamara Rice
- Richard Cole Service Award: Steven King and Francesca Dillman Carpentier
- David Brinkley Teaching Award: Allison Lazard and Kate Sheppard
- Vick Prize: Pat Davison

Dean Susan King announced that the school retreat will be held in person on Friday, August 13, at the NC Botanical Garden. She also announced that she will be holding 1:1 meetings with all faculty over the summer.

Mark Richardson presented the attached overview on facilities and finance, including year-end deadlines, the school's budget reduction summary and plans for office assignments. In response to a question about future budget cuts, Richardson responded that there have been no communications regarding future reduction scenarios. He noted the reports of the state performing very well, especially with sales tax revenue. King reiterated that our budget scenarios preserve people and positions, meaning all current employees are being retained and we will pursue hiring for open faculty positions. A question was raised about out-of-state travel since some conferences are returning to in-person. Richardson said currently all out-of-state travel must be approved by the provost, and there is allocation in next year's budget for travel.

Trevy McDonald provided an update on DEI activities in the school. She said she is working with graduate student Shanetta Pendleton on making courses more inclusive. An audit of graduate courses has been completed and McDonald will be distributing a short survey to faculty to audit undergraduate courses. The survey also asks faculty to report ways the school and D&I committee can help faculty increase DEI in their coursework, and the responses will inform the development of a toolbox of resources.

Dean King said she had received a number of criticisms after the announcement of Nikole Hannah-Jones' appointment. She also said she shared the news of the appointment at the Board of Advisers meeting earlier this week and the members were excited about the appointment for the school and our students. King encouraged faculty to let the chancellor know if they supported the appointment.

Francesca Dillman Carpentier provided an update on P&T guidelines revisions. She thanked those who responded to the various surveys and gave special thanks to Lois Boynton, Tori Ekstrand, Ryan Thornburg, Rachel Pittman and Dina Sikora for providing detailed edits. The revisions are much further along but there is still work to do, particularly related to invisible labor. There is a need to describe and codify the recognition of invisible labor so it is easy for those performing it to qualify and quantify their work. There will be another round of revisions to review in July, with a possible vote on a final version at the retreat in August. The guidelines will then need to be reviewed by the university and the Board of Trustees. Carpentier's contributions in leading the revision were recognized broadly by those in attendance.

Allison Lazard shared an update on the status of the Cole Professor search. The school received approval this week from the university to begin the search. In addition to the regular posting outlets, the search committee is asking Greystone what outlets they suggest to generate a diverse candidate pool. Lazard said the position description will be sent to all full professors at peer institutions and will also be shared with faculty so

they can share it widely within their networks. She asked that faculty submit suggested candidate names to her by June 10. She will work with those faculty to come up with the optimal outreach strategy. It was noted that the committee can conduct informational interviews with interested candidates before their application is submitted. The search committee of Lazard (as chair), Francesca Dillman Carpentier, Amanda Reid and Paul Cuadros will start reviewing applications August 31. The committee is targeting presenting a candidate list at the September faculty meeting and conducting interviews in the fall for a July 1, 2022 appointment. Suggestions during the discussion included considering faculty at international universities, sending the position to communications programs at HBCUs and using faculty connections to help recruit a diverse pool.

Dean King shared updates on two other searches. The school expects to post the second Knight Chair position (vacated by Penny Abernathy) this summer. The working title is Knight Chair in Local News and Sustainability and Ryan Thornburg will chair the search. The Associate Dean for Development and Alumni Affairs posting was extended to generate a more diverse pool of candidates. The search committee, chaired by Dean King with Wendy Borman, Sherry Brennan and Greg Johnson as members, is moving forward with application review and hopes to have someone in place this summer.

Dean King acknowledged Dina Sikora for her “yeoman’s job” of managing the recent high volume of HR actions under the much more complicated requirements in place due to the pandemic.

Charlie Tuggle provided updates on the undergraduate program. He said the school has 40 assured admits in this cycle and overall enrollment will be well over 1,000 students. The increased enrollment requires the school to look at how it is managing what we teach: if we add a course, what do we drop? The curriculum committee is exploring ways to take MEJO 153 from 14 sections to a different format, and whether MEJO 153 can be optional for Ad/PR students since they are required to take MEJO 332. The committee is also looking at the possibility of converting MEJO 379 to the MEJO 137 model.

Tuggle presented a proposal from the curriculum committee that would standardize the school’s unexcused absence policy. In a review of syllabi, the committee found there was a range of 0 – 4 unexcused absences across all courses. Points made in the discussion that followed included:

- Faculty need to be mindful of the nature of some unexcused absences and obstacles to pursue excused absences. Students seem to feel the university’s office was a safe place to request unexcused absences.
- Differences in courses may dictate differences in absence policies: some courses are 3 hours, some are 1.5 hours, some are travel based, etc.
- Larger classes make managing and tracking attendance more of a burden for faculty.
- Courses with group work mean absences have effects beyond the student not attending.

Laura Ruel will take the points from today’s discussion back to the curriculum committee to be addressed in the committee’s first meeting in the Fall.

Heidi Hennink-Kaminski provided the attached update on the school’s graduate program:

- The MA Task Force recommendations will be presented at the July 13 faculty meeting for a vote.
 - Proposing five tracks
 - Changing the time to degree: going summer to summer
 - Discussing a thesis substitute
 - Ensuring incoming students have baseline skills and knowledge
- Honors, Thesis and Dissertation Committee Service
 - Committee service burden is not equitably distributed among eligible faculty (graph)
 - The graduate studies team is thinking about ways to introduce more faculty to students since committee service is often tied to exposure to teaching faculty.

- Breakdowns of chair eligibility for Journalism, Visual Communication, Strategic Communication and PhD/T&R MA were displayed.
- Special recognition was given to Joe Czabovsky, Laura Ruel, Lois Boynton, Daniel Kreiss, Nori Comello, Steven King, Francesca Dillman Carpentier and Heidi Hennink-Kaminski for their over-and-above committee service.
- Online MA/2U Update
 - Still drilling down on the structure, finances and wrap-around support to ensure this is a good move for the school
 - Heidi will be working with the Distance and Lifelong Learning team after exams
 - Heidi will be reaching out to convene some faculty this summer. Faculty were asked to contact Heidi if they were interested.
 - Targeted decision date is Oct. 1, 2021; targeted first cohort date is May 2022.
- Recap of the April 30 professional MA faculty discussion regarding the sunset of Park funding; reminder of the May 12 PhD/T&R MA faculty session.

Heidi led discussion about the school joining The Graduate School's "No GRE" pilot program. The faculty voted last year to not require the GRE for Master's admissions and to also not require the GRE for this PhD admissions cycle because of the pandemic. The Graduate School launched a 5-year pilot to not centrally require the GRE for PhD admissions, though the TOEFL will still be required for international students. Hennink-Kaminski distributed a packet of information to all faculty holding doctoral degrees yesterday. The school has until June 1 to decide whether or not to join the 5-year pilot. Hennink-Kaminski presented two options:

1. Decide today as a faculty to join the pilot and work to create a rubric that outlines how candidates will be assessed in the absence of the GRE.
2. Decide we're not comfortable making that decision now and find people who can create the rubric between now and June 1 and reconvene faculty for a vote prior to the June 1 deadline.

The following questions and observations were voiced in the discussion that followed:

- How will we judge applicants with existing materials or coach them to show their readiness in different ways?
- How will we make the process equitable between domestic and international applicants?
- We must be mindful that we will have applicants straight out of school vs. those who have been out of school for awhile vs. those coming from professional programs.
- Our graduate studies office is giving data to Deen Freelon to analyze to identify good predictors of success.
- Removing the GRE will require more people to process applications.

It was proposed that the school join the pilot, develop a rubric this summer and present the rubric at the August retreat or the September faculty meeting. A motion to approve that proposed action was made, seconded and approved by unanimous hand vote.

Lucinda Austin presented the attached slide deck to present a unanimous recommendation from the Ph.D. Advisory Committee to pilot offering an offsite (take-home) option for one comp exam. The discussion that followed included the following questions and comments:

- 10 days is a long time – suggested a window of 5 days to complete the exam to reduce stress.
- The peer range for offsite exams is 5 – 14 days. The proposed 10 days is in the middle of that range.
- Will the take-home exam carry more weight since it is different from the other exams? Yes – there will be higher expectations for the offsite exam (more substantial in length and breadth)
- If the offsite exam is optional, how equitable will it be if some advisers want all in-person exams vs. another who is open the offsite option?

- It could be difficult for students to prep if exams are different modes.
- Questions should align with the student's proposal, and the student and adviser must agree on which question (if any) is selected for the offsite exam.
- Other Ph.D. handbooks offer the option to choose an offsite exam

The vote via Zoom chat on the PAC committee recommendation to pilot the option of one offsite comp exam for one year was 23 in favor, none opposed and two abstentions.

Dean King called for new business. Steven King gave an update on testing for the Fall. The university is strongly encouraging/incentivizing students to get vaccinated. Vaccinated students will not be required to participate in the testing program and testing will be voluntary for faculty. Steven's team has created a program that validates vaccination cards and is making that available as open source for other organizations to use.

The meeting adjourned at 12:07 p.m.

UNC Hussman School of Journalism and Media Faculty Meeting

Finance and Facilities Updates

May 7, 2021



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

I. Fiscal 2021 Year-End Deadlines

II. Facilities Updates

I. Refresher: Addressing Permanent Budget Reductions

I. Budget Cut Implementations: Cable and Telephone Line Reductions

II. Academic Year 2021-2022 Office Assignments

III. Questions

FY21 Year-End Deadlines



May 14

- CABS bookings (air travel)

May 21

- Vouchers (general reimbursements, payment of invoices, etc.)
- Establishing a *new* purchase order
- Requesting a change order to an *existing* purchase order
- Buy Carolina orders (e.g. Staples, Amazon, Apple, Lenovo, CDW-G)

June 11

- Receiving against purchase orders established on or before May 21
- Travel reimbursements
- Journal entry requests
- Budget transfer requests
- Payroll adjustments (July 2020-May 2021)



FY21 Year-End Deadlines



June 17

- Reconciliation of p-card transactions in the June billing cycle (May 16-June 15)

June 18

- Cash advance settlements

June 21

- Reconciliation of p-card transactions in the July billing cycle (for posting in the current fiscal year)
- June 2021 payroll adjustments



Questions?

Contact the Hussman Business Office (HussmanBusinessOffice@unc.edu)

Savings to Capture

(\$583,264.16)

**One-Time
Salary Savings**
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90

**Operational Expense
Reduction Savings**
\$19,533.82

Hussman Fund Savings
\$148,149.84

**Remaining Savings
to Capture:**

\$0.00



<u>Line Item</u>	<u>Amount</u>
Supply budget	(\$1,000.00)
Service parking expense moved to a non-state source	(\$1,974.00)
Reduction in copy machine expense	(\$3,149.62)
87% reduction in number of cable TV connections; only lines in Dean's suite and Carroll lobbies remain active	(\$6,525.00)
70% reduction in number of active telephone lines	(\$13,885.20)
Non-fringe pool benefits budget	\$5,000.00
Miscellaneous budget	<u>\$2,000.00</u>

Total Net Savings: \$19,533.82

Implementing Cable and Telephone Line Reductions



Savings to Capture
(\$583,264.16)

**One-Time
Salary Savings**
\$261,235.60

SHRA Vacancy Savings
\$79,345.00

Professorship Savings
\$74,999.90

**Operational Expense
Reduction Savings**
\$19,533.82

Hussman Fund Savings
\$148,149.84

**Remaining Savings
to Capture:**
\$0.00



Line Item

Savings

87% reduction in number of cable TV connections; only lines in Dean's suite and Carroll lobbies remain active

(\$6,525.00)

STATUS: Fully implemented

70% reduction in number of active telephone lines

(\$13,885.20)

STATUS: In Progress

Telephone Reduction Plan



Lines Maintained: 35

Hussman Department/Unit	Line Count
Student Services /Advising/UG Hub	4
Reese Innovation Lab	2
Park Library	2
NCSMA	1
Mail Room *	2
IT	3
Ida B. Wells Society	1
Graduate Studies	2
Global & Immersive Programs	1
Development	3
Dean's Office	3
Communications	1
CISLM	1
Career Services	2
Business Office	3
<u>Broadcast Studio</u>	<u>4</u>
Total	35

**New mail room lines to be installed and available for general use this summer*

Lines Eliminated: 86

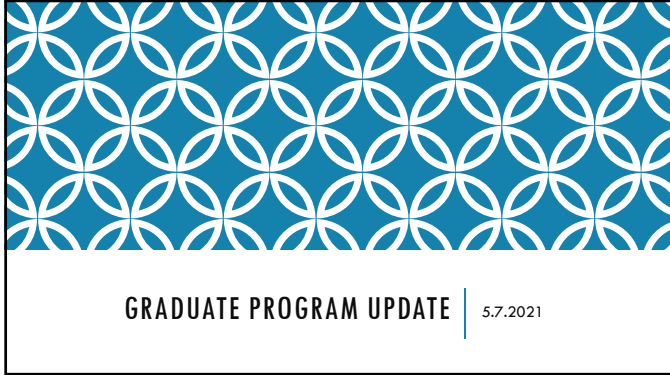
Savings:
\$15,144.00



Note: Remaining lines will be assigned new telephone numbers due to a campus telephone provider change

- Planning is currently underway
- Contact Debra Powers with any questions or concerns regarding office space for next academic year (debrapowers@unc.edu)





M.A. TASK FORCE UPDATE

July 13th faculty meeting vote

HONORS, THESIS, DISSERTATION COMMITTEE SERVICE

HONORS, THESIS, DISSERTATION COMMITTEE SERVICE

Parameters:

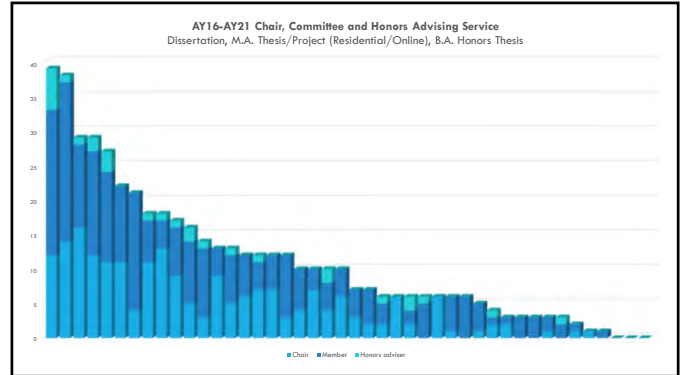
- Eligibility to serve
- # students per area seeking chairs/committee members
- Faculty teaching often sought out first
- Credit during defending year only
- Other service

HONORS, THESIS, DISSERTATION COMMITTEE SERVICE

Parameters:

- Eligibility to serve
- # students per area seeking chairs/committee members
- Faculty teaching often sought out first
- Credit during defending year only
- Other service

Thesis substitute options
Uneven distribution



CHAIR ELIGIBILITY - JOURNALISM

Faculty (14)

Andy Bechtel	Lindsay King
Barbara Friedman	Paul Cuadros
Charlie Tuggle	Rhonda Gibson
Deb Alkat	Ryan Thornburg
Erin McIntyre	Tom Linden
Nikole Hannah Jones	Trevy McDonald
Kate Sheppard	Steven King

MA Student Need

Spring 2022: 5
Spring 2023: 9
Plus 20 MADC students each year

CHAIR ELIGIBILITY – VISUAL COMMUNICATION

Faculty (6)

Spencer Barnes
Pat Davison
Chad Heartwood
Steven King
Terence Oliver
Laura Ruel

MA Student Need

Spring 2022: 2
Spring 2023: 5
Plus 20 MADC students each year

CHAIR ELIGIBILITY — STRATEGIC COMMUNICATION

Faculty (15)

Lois Boynton
 Joe Czabovsky
 Nori Comello
 Valerie Fields
 Heidi Hennink-Kaminski
 Joe Bob Hester
 Allison Lazard
 Daniel Kreiss

Suman Lee
 Shannon McGregor
 Suman Lee
 Dana McMahan
 John Sweeney
 Lisa Villamil
 Eva Zhao

MA Student Need

Spring 2022: 9
 Spring 2023: 13
Plus 20 MADC students each year

CHAIR ELIGIBILITY — PHD/T&R MA

Faculty (21)

Everyone holding a Ph.D./Ed.D

Student Need

PhD 3+ years:
 • AY2021-22: 14
 • AY2022-23: 15 (estimated)

T&R MA:
 • Spring 2022: 5
 • Spring 2023: 6

TOTAL FORECASTED NEED (NOT INCLUDING UG HONORS)

Faculty

39 (without duplication)

Students

AY2021-22: 55 (includes MADC)
 AY2022-23: 68 (includes MADC)

ONLINE M.A./2U UPDATE

- Demand affirmed by 2U research
- Confirming interest by faculty
- 2U instructional designers are reviewing some of our courses.

ONLINE M.A./2U UPDATE

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- Financials?
 - 2U
 - University overhead
 - Digital Lifelong Learning support
 - Faculty incentives
 - ROI to Hussman

ONLINE M.A./2U UPDATE

- Demand affirmed by 2U research
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- 2U instructional designers are reviewing some of our courses.
- Financials?
 - 2U
 - University overhead
 - Digital Lifelong Learning support
 - Faculty incentives
 - ROI to Hussman
- Targeted decision date: October 1, 2022
- Targeted first cohort date: May 2022

“SWEEPING SHIFT WITH RIPPLE EFFECTS”

April 30 – Professional MA faculty breakout session
Diminished Park fellow support
Seeking additional ways to support and work with students
Right-sizing at organization and individual level
Other?

“SWEEPING SHIFT WITH RIPPLE EFFECTS”

April 30 – Professional MA faculty breakout session
Diminished Park fellow support
Seeking additional ways to support and work with students
Right-sizing at organization and individual level
May 12 – Scheduled PhD/T&R MA faculty breakout session

Proposed Ph.D. Comprehensive Exam Changes

Department Name



Proposed New Option for Exam Taking

- Off-site (take home option) for 1 exam
 - Open book
 - 10 business days to complete
 - All exams (off-site and in-person) must be completed within three-week time period
 - Take-home questions are expected to be more substantial in length and breadth with full citations

Department Name

2

Some Suggested Edits to Process/Handbook for Clarification

- Encourage exams to focus on mastery of topics and methodologies
- Suggestion that, when appropriate, exams should help to prepare for dissertation proposal
- Committee members are advised to help students prepare for the exam but not to show the specific question in advance

Department Name

3