

Part II, Standard 1. Mission, Governance and Administration

During the visit, the unit should provide the following in the workroom:

- internal reports on curriculum, educational policy, etc.
- files related to searches and hiring decisions regarding administrators
- files related to concerns and complaints expressed by faculty, staff or students

Executive Summary

- The Bellisario College's mission statement is contemporary and comprehensive. It aligns with the College's strategic plan, which supports the University's mission and goals. Five-year strategic plans are required for all units at Penn State, along with annual progress reports. The College is nearing the end of its 2014-19 plan. The College is also actively engaged in the University's overall plan, which runs until 2020.
- Bellisario College and University guidelines are used for shared governance between administrators and faculty members. Faculty oversight of educational policy and curriculum takes place through academic departments and a robust committee structure. Faculty members are engaged at the University level in the Faculty Senate and Graduate Council, the two primary bodies for policy and curriculum at the University level.
- The Bellisario College's organizational chart shows its administrative structure, which includes a dean, associate and assistant deans, and department and program heads. The current dean, who joined the College in 2003 as a tenure-track faculty member and then moved to a series of administrative roles in 2007, began her tenure in July 2014. She and others work closely with administrators across the University and with external constituencies in support of the College's goals.
- The process for selecting and evaluating administrators is guided by University policy.
- The Bellisario College adheres to University policies and procedures that outline the avenues for faculty, staff, and students to express their concerns and have those concerns addressed.

1. Describe the administrative structure of the unit, including to whom the unit administrator reports to within the university. Include names and titles. The information should extend from the lowest level of administrative responsibility within the unit to the institution's chief executive officer.

The chief executive officer of the University is [President Eric J. Barron](#). The executive vice president and provost is [Nicholas P. Jones](#). The dean of the Donald P. Bellisario College of Communications is Marie Hardin. The dean reports to Provost Jones.

The College's [organizational chart](#) shows reporting lines up to the dean. The names, titles and position descriptions of the College of Communications' administrators are:

Marie Hardin, dean, serves as principal academic leader and chief executive officer. She has overall responsibility for and oversight of the College, including organizational structure, finances, resources, fundraising, strategic planning, and all of the College's programs. She has overall responsibility for the College's teaching, research, service and outreach.

Ford Risley, associate dean for undergraduate and graduate education, is responsible to the dean for the day-to-day administration of the College's undergraduate and graduate programs. He also has oversight of the College's academic services, student recruitment, and internship/career services.

Gary Abdullah, assistant dean for diversity and inclusion, has oversight of the College's processes for the recruitment, retention and graduation of members of under-represented groups. He reports to the dean.

Robert Martin, assistant dean for internships and placement, has oversight of the College's career placement and internship services. He reports to the associate dean.

Matthew McAllister, graduate programs chair, oversees the curricula, scheduling, and student recruiting for the College's in-residence doctoral and masters' programs. He reports to the dean.

Jamey Perry, assistant dean for academic services, has oversight of academic advising. He reports to the associate dean.

Department heads. The dean appoints department heads to five-year renewable terms. They are: Fuyuan Shen, Advertising/Public Relations; Anthony Olorunnisola, Film-Video and Media Studies; Matt Jackson, Telecommunications; and Russell Eshleman, Journalism. Maura Shea is associate department head for Film-Video and Media Studies. The department heads are responsible for day-to-day administration, including promotion and tenure reviews, and annual faculty evaluations. They report to the dean.

Sandi Rockwell, director of finance and administration, has oversight of the College's budgetary processes, is adviser to the dean on University financial policies, and advises staff and faculty on policy and workload issues. The financial officer reports to the assistant controller and the dean.

Chad Simpson, strategic partner for human resources, oversees the College's human resources processes and is adviser to the dean on University human resources policies. He reports to the University Office of Human Resources and the dean.

Shannon Kennan, director of outreach and instructional design, has oversight of the College's summer programs, World Campus and online learning initiatives. She reports to the associate dean.

Karen Mozley-Bryan, director of operations, is responsible for the physical plant. She supervises the physical plant staff. She reports to the director of finance and administration.

Yu Tai Chung, systems administrator/director of information technology, is responsible for technology and computing in the College, and supervises the information technology staff. He reports to the director of finance and administration.

Jose Lugaro, director of development, has oversight of the College's development and alumni outreach activities. He also supervises the assistant director of development and the director of alumni affairs. He reports to the associate vice president for university development and the dean.

Steve Sampsell, director of strategic communications, is responsible for public relations, external publications, publicity and the website. He reports to the dean.

- 2. Describe the unit's process for strategic or long-range planning. Provide a copy of the unit's written strategic or long-range plan. This plan should give the date of adoption/revision and any timeline for achieving stated goals. Discuss how the plan provides vision and direction for the unit's future and how it has encouraged and contributed to quality and innovation in the unit.**

The College's 10-page [strategic plan](#) (plus appendices), which covers the period 2014-2019, is built around seven goals.

The goals:

1. Contribute to a culture of ethics and integrity at Penn State and provide ethical leadership for the professions.
2. Retain and enhance our reputation for enhancing student success in all our endeavors.
3. Expand our reach – to new populations and in new settings – with high-quality programs and service.
4. Impact the professions and society through our research, creative activity, and public scholarship.
5. Steward our resources, relationships, and investments.
6. Reflect and promote an appreciation of diversity in our classrooms and among our students, faculty, and staff.
7. Expand our international activity, interacting with and making an impact on the global community.

The College adheres to the University's strategic planning process. Since its initiation, strategic planning has followed a consistent approach: a participatory, top-down/bottom-up,

process that connects planning and budgeting. Periodically, the College reports on progress toward its goals to the Provost's Office. The College is also expected to actively engage with Penn State's [overall plan](#), which connects to its current development campaign.

3. Describe the unit's policies and procedures for faculty governance. Provide in a digital format or make available in the site team workroom a print copy of faculty policy manuals, handbooks or other documents specifying policies, procedures, and the roles of faculty and students in governance and in development of educational policy and curriculum. (Note the passages and pages specific to the directive.)

Penn State's governance structure, along with an explanation of related policies and procedures, is outlined in its [Faculty Handbook](#). The [College Faculty Organization and Operating Guidelines](#), approved by the Faculty Senate, outlines shared governance in the College. Policymaking originates in various standing and ad-hoc committees and is formalized through the executive committee of the College. The executive committee is composed of the department heads, the graduate programs chair, the director of development, the director of finance and administration, the director of operations, the systems administrator/director of information technology, the College's strategic partner for human resources, the director of outreach and instructional design, the director of college relations, the assistant deans, and the associate dean. Executive committee members bring policy-related issues to this forum as representatives of the faculty; the dean also brings policy-related items to the committee for discussion and approval.

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

The College faculty met twice during the 2017-18 academic year. In addition, the faculties for each of the four departments, and the graduate faculty, met as follows:

AD/PR Department

September 1, 2017
October 6, 2017
December 8, 2017
January 26, 2018
March 16, 2018
April 20, 2018

Film- Video/Media Studies Department

September 1, 2017
February 2, 2018

Film/Video:

September 9, 2017

February 21, 2018
May 9, 2018

Journalism Department

August 16, 2017
November 1, 2017
February 21, 2018

Telecommunications Department

August 29, 2017
September 26, 2017
October 24, 2017
February 20, 2018

Graduate Faculty

April 20, 2017
October 27, 2017
April 20, 2018

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

The responsibilities of the [College's standing committees](#) are:

1. Promotion and Tenure Committees

The department-level committee is charged with first-level review of all candidates for promotion and tenure and for conducting second- and fourth-year reviews. The College Promotion and Tenure Committee considers cases after they have been reviewed by the department-level committee and the appropriate department heads.

2. Curriculum

The Curriculum Committee has responsibility for all curriculum matters of the College. The curriculum is the province of the faculty. The committee is charged with ensuring that the College curriculum is integrated and protected from compartmentalization, redundancy, and/or competition among the departments.

3. Academic Integrity

The Academic Integrity Committee is charged with enforcing the College's and University's academic integrity policies. The committee also orients and educates incoming students and faculty members about the policies. The committee also serves as the hearing board for any alleged violations.

4. Student Scholarships

The Student Scholarships Committee provides consultation and guidance for the awarding of College-controlled scholarships and awards.

5. Graduate

The Graduate Committee initiates and reviews policy matters pertaining to the operation of graduate programs in the College and makes recommendations for admissions. It is chaired by the graduate program chair.

6. Sabbatical

The Sabbatical Committee considers applications for sabbatical leaves and makes recommendations to the dean.

7. Equipment

The Equipment Committee considers course-related equipment and technology requests from faculty and staff members and makes annual recommendations for purchases to the dean.

8. Diversity and Inclusion Advisory Committee

The Diversity and Inclusion Advisory Committee reviews the College's progress related to diversity and inclusion initiatives.

9. Assessment Advisory Committee

The Assessment Advisory Committee works with the coordinator for undergraduate education and the associate dean in implementing, reviewing and improving the College's annual assessment process.

10. Dean's Advisory Committee

The Dean's Advisory Committee, comprising senior faculty members representing each major and including a senator and the faculty convener, meets with the dean regularly to receive updates and provide informal counsel to the dean.

11. Executive Committee

The Executive Committee, chaired by the dean, comprises department heads, the graduate programs chair, the director of development, the director of finance and administration, the director of operations, the systems administrator/director of information technology, the College's strategic partner for human resources, the director of outreach and instructional design, the director of college relations, the assistant deans, and the associate dean. Executive committee members bring policy-related issues to this forum as representatives of the faculty; the dean also brings policy-related items to the committee for discussion and approval.

Additional faculty committees formed during the self-study year (excluding search committees):

- An ad-hoc committee was formed in the spring to design College procedures for compliance with **AC-21**, the University’s revised policy for promotion of fixed-term faculty.
- A working group was formed in the fall to provide counsel on the planned **Bellisario Media Center**, slated to open in Fall 2020.
- An ad-hoc advisory committee for a new **undergraduate fellows program** in the College was formed in the spring.

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

Opportunities for faculty members to contribute to administration and governance at Penn State are primarily through the University’s Promotion and Tenure Committee, Graduate Council and Faculty Senate. Faculty members also serve in various capacities on University commissions and in University-wide centers and institutes. See below.

The University’s interdisciplinary [ENTI \(Entrepreneurship and Innovation\) minor](#) is directed by Anne Hoag, an associate professor in the College. Dr. Hoag oversees administration of the minor in academic units across the University.

The following is a select list of current faculty members’ contributions to governance and administration across the University:

Gary Abdullah

Council of College Multicultural Leadership (2013 – Present)
Administrative Council on Multicultural Affairs (2013 – Present)
Task Force on Policing Communities of Color (Sept. 2015 – May 2016)

John Affleck

Advisory Committee to the Provost on *The Daily Collegian* (March 2017 – July 2017)

Colleen Connolly-Ahern

Faculty Senate (2010 – Present)
Ad Hoc Committee on First Year Wellness and Safety, Committee Member (September 2016 - May 2017)

John Beale

Penn State Reads Advisory Committee, Committee Member (April 2017 - May 2018)

Eisenhower/Atherton Awards Selection Committee, Committee Member (November 2017 - January 2018)

Denise Bortree

University Ethics Committee, Committee Member (August 2016 - Present)

Commission for Women, Marketing Committee, Committee Member (April 1, 2010 - 2014)

Graduate Council Curricular Review Committee, Committee Member, (August 30, 2013 - May 1, 2014)

Frank Dardis

University Marshal (August 2010 - Present)

Graduate Council, Representative (August 2012 - May 2014)

Graduate Council Subcommittee on New and Revised Programs and Courses, Committee Member (August 2007 - May 2014)

Graduate Council Committee on Programs and Courses, Committee Member (August 2012 - May 2013)

Graduate Council Academic Standards Committee, Committee Member (January 2012 - May 2013)

Russell Frank

Rock Ethics Faculty Advisory Committee, Rock Ethics Institute, Committee Member (Spring 2016)

Alternate to the Graduate Council (2016-2018)

Inquiry Committee, Office for Research Protections, Committee Member (Fall 2015)

Rob Frieden

University Promotion and Tenure Committee, Member (July 2018 - Present)

Pearl Gluck

Personal Safety and Sexual Assault Awareness, Commission for Women, Committee Member (January 2016 - Present)

Catie Grant

Commission for Women, Member (September 1, 2016 - Present)

Kevin Hagopian

General Education Task Force, Member (August 2013 - May 2014)

Marie Hardin

Co-Chair, Executive Committee and member, Oversight Committee, Strategic Planning (2016-Present)

Chair, Academic Leadership Council (July 2017-July 2018)

Chair, Penn State Forum (July 2017-July 2018)

Member, Council of Academic Deans (July 2014-Present)

Anne Hoag

General Education Task Force Subcommittee on Budget, Faculty Senate, Committee Member (2013 - 2016)

Krishna Jayakar

Senator, University Faculty Senate, Elected (August 2008 - August 2016)
General Education Task Force, Member (May 2013 - August 2014)
Co-Chair, General Education Task Force Subcommittee on Faculty and Staff, (November 2013 - February 2014)

Matt Jordan

Faculty Affairs, Faculty Senate, Representative, Elected (August 9, 2017 - Present)
Advisory Board, Center for Conscience, Character and Public Purpose in Student Affairs, Board Member (October 2016 - Present)
Penn State Social Thought Program, Co-Director (February 2012 - Present)
Advisory Board, Digital Culture and Media Initiative (September 1, 2014 - Present)

Shannon Kennan

Liaison to University Committee on Canvas (January 2016 - December 2016)
Faculty Engagement Subcommittee, Member (January 2016 - December 2016)
LMS Steering Committee, Member (January 2016 - December 2016)
Penn State Online Coordinating Council, Member (January 2016 - December 2016)

Ann Major

Co-Chair, Communications/OUTreach Committee, President's Commission for Lesbian, Gay, Bisexual, Transgender, Queer Equity, Co-Chairperson, Elected (August 25, 2016 - Present)
Member, University Editorial Strategy Council Executive Committee, Member (January 2014 - Present)
Search Advisory Committee for Vice President for Marketing and Communications, Member (January 7, 2013 - May 2015)

Bob Martin

Careers Functional Integration Team (November 2017 – Present)
Post-Graduate Survey Committee (January 2016 – Present)

Sascha Meinrath

Penn State Reads Steering Committee (2016-2017)
Driving Digital Innovation Steering Committee (2017 – Present)
Steering Committee (Founding member), Center for Security Research and Education (2017 – Present)

Mary Beth Oliver

Graduate Council, Member, Elected (2013 - 2016)
Faculty Scholar Medal, Arts and Humanities Panel, Committee Member (2012 - 2015)

Anthony Olorunnisola

Fulbright Review Panel, Chairperson (June 2016 - Present)
Faculty Travel and Students Group Travel Grants, Committee Member (June 30, 2015)

Jamey Perry

Student Conduct Boards, University Hearing Chairperson (July 1, 1997 - Present)

Robert Richards

Chair, WPSU Editorial Advisory Committee (January 19, 2012 - Present)

Ford Risley

Digital Learning Academic Council, Member (January 2015 - Present)

Administrative Council on Undergraduate Education, Member (August 2014 - Present)

Advisory Committee for Graduate Education, Member (August 2014 - Present)

University Research Council, Member (August 2014 - Present)

Michelle Rodino-Colocino

Graduate Council, Member, Elected (August 15, 2016 - Present)

President, AAUP (American Association of University Professors) (February 3, 2017 - Present)

Vice-President and Founding Member of AAUP-Penn State, Executive Committee of the American Association of University Professors, Penn State Chapter, Vice President and Founder, Elected (August 25, 2013 - February 3, 2017)

Michael Schmierbach

Curriculum subcommittee, Graduate Council, Committee Member (August 2016 - Present)

Maura Shea

University Faculty Senate, Senator, Elected (September 2017 - Present)

Member, Gen Ed-GA requirements review, Member (January 2015 - April 2015)

Search Committee for Associate Dean for Academic Affairs, Arts & Architecture, Committee

Member (July 2016 - September 2016)

Fuyuan Shen

Graduate Council Joint Curricular Committee, Penn State, Member (September 2014 - 2016)

Ronald Smith

ISIS Replacement Committee-design & creative, liaison/consultant (January 1, 2013 - July 31, 2013)

S. Shyam Sundar

Immediate Tenure Review Committee, Chairperson (2017 - 2018)

Coordinating Committee, Institute for CyberScience, Member (2016 - Present)

Immediate Tenure Review Committee, Member (2016 - 2017)

Korea Global Education Network Faculty Implementation Team (FIT), Chairperson (2012 - 2016)

Immediate Tenure Review Committee, Chairperson (2014 - 2015), Member (2013-2014)

Healthcare Task Force, Member (October 2013 - May 2014)

Yael Warshel

Rock Ethics Steering Committee, Committee Member (2017 - Present)

Bu Zhong

The Research Networking & Data Classification Committee under Research Computing and Cyberinfrastructure (RCCI) Executive Committee, Member (June 1, 2015 - Present)

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

Policy [AC 22](#), “Search Procedures for Academic Administrative Positions,” states the University policy concerning the search process for filling vacancies in academic administrative positions.

In summary, the search process for the dean of the College is handled through the office of the University president. The executive vice president and provost appoints a chair of the search committee (typically a dean from another unit). The remainder of the committee consists of faculty and staff members from the College. Members of the College’s professional constituencies (e.g., advisory boards and alumni groups) also participate in the search process.

Administrative support is provided by the provost’s office. A process similar to faculty searches is used to attract candidates. After an initial interview process, a short list is delivered to the provost, who then decides which candidates to invite back for a second interview. During the second interview, the full faculty of the College hears from the candidates. Faculty members provide confidential feedback to the provost. The president ultimately hires the dean.

The process for hiring associate deans follows the pattern for a faculty hire, with one exception. The dean may opt for an internal (within the University) rather than a national search. The dean appoints department heads for renewable five-year terms after consultation with the department faculty.

[Policy AC14](#), “Academic Administrative Evaluation,” states the University policy concerning the evaluation of administrators. In summary, the policy requires that all deans, associate deans, assistant deans, and department heads be periodically reviewed, in addition to their annual evaluations. Reviews are to take place every five years, typically. The Office of the Executive Vice President and Provost administers AC14 for the dean; the College administers AC14 for administrators inside the unit. The dean is scheduled for AC14 review during the 2018-19 academic year.

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

University policy regarding the resolution of **student complaints** involving academic matters requires that students first attempt to resolve a problem with the instructor of the course. If the student is not satisfied with the outcome, he or she may then consult with the

department head before possibly consulting further with the associate dean. The process formally begins when the student files a written complaint with the associate dean. The associate dean must provide a written response to the student within a reasonable period of time. The policies, “[Resolution of Student Classroom Problems](#),” and G-10, “[Grade Mediation and Adjudication](#),” provide guidance for students, faculty, and administrators.

Faculty complaints are first addressed through direct discussions among the parties to the disputes. The department head may be consulted for assistance with a resolution, as well as the assistant and associate deans and dean. When such direct discussions fail to resolve the dispute, the parties should avail themselves of the Ombudsman process.

Only when matters cannot be resolved through that process should the formal procedures described in policy AC 76, “[Faculty Rights And Responsibilities](#),” be used. Upon receiving a petition, the Committee on Faculty Rights and Responsibilities may decide to perform an Informal Review or to establish a Hearing Board. As a result of an Informal Review, the committee may decide to reject a petition, to use its good offices in an attempt to bring about a satisfactory settlement, to bring recommendations to the committee for a full committee review and vote, and/or to establish a Hearing Board.

A Hearing Board will be established only when the issue is clearly serious, a prima facie case has been established by the complaining party, and the committee finds that reasonable efforts have already been made to solve the problem, and that no alternative way to settle the matter is appropriate.

Conclusions and recommendations from the committee or a hearing board are submitted to the President of the University who then would make the final decision.

Most **staff complaints** are settled in conversations between the employee and the employee's supervisor. In some situations, the staff member may wish to seek the counsel of his or her human resources representative and/or the [Employee Relations Division](#) of the Office of Human Resources. In the event of alleged discrimination, counsel may be sought from the Affirmative Action Office.

A staff member who wishes to pursue a grievance should initially discuss the matter with his or her supervisor. The supervisor is expected to answer the grievance within two workdays of the discussion.

If the employee is not satisfied with the supervisor's answer, the employee may put the grievance in writing. A meeting is then held and is attended by the employee, the immediate

supervisor, the next higher supervisor, the human resources representative and other University representatives who may be concerned. A written answer is provided to the employee.

If the employee is not satisfied with the answer, he or she may request a hearing, in writing. A meeting is then held and is attended by the employee, the dean, the manager of employee relations, the human resources representative and any other University representatives concerned. A written answer is provided to the staff employee.

If the employee is not satisfied with this answer, he or she may request a final hearing that is conducted by a third party. At this step, the employee may have a representative of his or her choosing. The decision of the third party will be final and binding. HR 79, "[Staff Grievance Procedure](#)," is available online for staff members and others to review.