

**Bylaws of the  
Department of Communication Studies  
University of Wisconsin-La Crosse**

**I. The Department of Communication Studies**

- A. The Department of Communication Studies (CST) is an instructional unit within the College of Arts, Social Sciences, & Humanities (CASSH) at the University of Wisconsin-La Crosse (UWL).
- B. The bylaws in this document are approved by members of the Department of Communication Studies in accordance with the Universities of Wisconsin (UW) and University of Wisconsin-La Crosse (UWL) Faculty and Academic Staff Personnel Rules.
- C. These bylaws were last updated on June 30, 2025 to ensure compliance with the [UWL Bylaw Template for Academic Departments \(2024\)](#). The Department of CST regularly reviews departmental policy and procedure, so updates to these bylaws occur on an as-needed basis each academic year. Hyperlinks in these bylaws are provided for convenience and should be reviewed and updated regularly for accuracy.

**II. Organization and Operation**

Department members are governed by six interdependent sets of regulations:

- 1. Federal and State laws and regulations;
- 2. UW System policies and rules;
- 3. UWL policies and rules;
- 4. College policies and rules;
- 5. Shared governance bylaws and policies for faculty and academic staff; and
- 6. Departmental bylaws.

**A. Preamble     M/S/P 4/16/2025**

The mission of the Department of Communication Studies is to pursue and provide opportunities for increasing understanding of the communication process and developing communication competencies required by a wide variety of personal and professional contexts, both currently and in the future. Our primary constituencies are UWL students, faculty, and staff; the La Crosse community; and the Coulee region. Our primary function is to field a competitive and rigorous curriculum for majors who wish to pursue communication intensive careers; for minors who wish to enhance communication competencies demanded by other chosen career paths; and for all UWL graduates who require basic skills in communication as prerequisites for success in their personal and professional lives.

The Department of Communication Studies was formed in 1997, modernizing a rich history of previous programming. Coursework in speech is evidenced at UWL since the 1920s, with a required semester of speech becoming part of the first general education program in 1961. By 1970, mass communication was also part of the program. Speech Communication and Mass Communication were independent majors, with Speech eventually including Theatre Arts. In 1993, the Mass Communication Department was eliminated, setting into motion a reorganization plan to develop the

School of Arts and Communication. This plan divided the Speech Communication and Theatre Arts Department into an independent Department of Theatre Arts and the new Department of Communication Studies.

CST was available to students for the first time in fall of 1997, developed with four distinct emphasis areas of the field, a practice that continues today. The areas have been revised and renamed several times, and today include Interpersonal Communication (IPC), Media Studies (MS), Organizational and Professional Communication (OPC), and Public Communication and Advocacy (PCA). Each of these areas include a major and minor. CST houses the Leadership Development (LDM) minor, Digital Media Studies and Design (DMSD) minor, and the Master of Science in Cybersecurity. In support of student success and applied learning, the department created and oversees the Public Speaking Center (PSC) and the Communication and Media Lab (CaML).

## **B. Meeting Guidelines**

Department meetings will be run in accordance to the most recent edition of [Robert's Rules of Order](#) and WI state open meeting laws. A summary is available at the [Universities of Wisconsin website](#).

- 1. Frequency of Meetings:** The department shall meet in the committee of the whole at least once in each fall and spring semester. Other meetings of the committee of the whole shall be convened on an as-needed basis by the department chair. The department chair must also convene a meeting of the committee of the whole within two weeks' time if a meeting is requested by three or more department members.
- 2. Recording of Minutes:** The CST ADA will record all departmental meeting minutes, which will be approved at the next official department meeting. If the ADA is not available for a meeting, a voting member of the department will record the minutes. Committee meeting minutes will be recorded by an elected recorder, a rotating recorder, or the committee chair.

## **C. Definitions of Membership & Voting Procedures      M/S/P 4/16/2025**

- 1. Membership:** Any individual with tenure or a contract with the department has departmental membership. Departmental membership allows an individual to be eligible for departmental allowances such as travel money and determine an individual's home department in terms of signatures for activities such as grants when such needs are associated with the content and mission of the home department. Of particular importance, departmental membership determines the primary personnel review unit associated with annual review, retention, promotion, sabbatical, and post-tenure review.

## 2. Voting Eligibility:

	<b>Tenured Faculty</b>	<b>Probationary Faculty</b>	<b>Redbook IAS</b>	<b>Adjunct IAS &amp; Staff</b>
Retention, tenure, post-tenure	x			
Elections – department leadership	x	x	x	
Department meeting minutes	x	x	x	x
Non-CST 110 curriculum business	x	x	x	
CST bylaws, procedures, policies	x	x	x	
Student and alumni awards	x	x	x	x

Instructional Academic Staff (IAS) members may participate in all departmental discussions regardless of voting member status and voting rights. Additional voting eligibility (e.g., merit, hiring) is provided in the relevant bylaw.

- 3. Voting Procedures:** Unless specifically indicated otherwise, a simple majority of those voting carries the vote. Voting shall be done by voice vote or show of hands unless a roll call vote or confidential ballot is requested. Under unusual circumstances, such as a request from the administration for a decision on an important issue during summer session, a vote by email may be used, in which case all eligible members would be asked to vote via email. Departmental voting items may come as motions from a CST committee.

Voting can be done electronically via a confidential ballot if the item is not related to personnel decisions and a department or committee meeting is not feasible or needed for the item to be passed in a timely manner. Results from electronic voting will appear in the minutes of the next official department or committee meeting.

- a. **Abstentions:** Members who choose to abstain from voting on a motion are considered not to have voted, and are not counted in the calculation of simple or two-thirds majorities needed to pass that motion.
- b. **Proxy Votes:** Proxy votes, defined as one member of the department giving another member the right to vote for them, are not allowed in proceedings of the department as a whole or in proceedings of its committees.

## D. Definitions of Quorum and Majority

1. **Quorum:** A quorum for the purpose of conducting business at any department meeting shall be a simple majority of the eligible voters present at the meeting. For personnel meetings, a quorum is achieved with two-thirds of those eligible to vote.
2. **Majority:** Within a meeting, a simple majority or a two-thirds majority is defined on the basis of those present at the meeting and voting on the motion.

## **E. Changing Bylaws**

Amendments or additions to these bylaws may be proposed to department members for a first reading at any department meeting. These changes to the bylaws may be adopted at the subsequent department meeting by a two-thirds vote of the membership present at that meeting and voting on the motion. A vote to adopt a change in bylaws may occur at the same meeting in which they are proposed, if there is unanimous agreement to waive the second reading at a subsequent meeting.

## **III. Faculty/Staff Responsibilities**

### **A. Faculty**

Faculty responsibilities are referenced in section IV of the [Faculty Senate bylaws](#) entitled “Responsibilities of Departments, Department Members and Department Chairpersons.”

The faculty will carry out the responsibilities of the department through contributions in teaching, scholarship, and service. The primary role of all faculty members is to teach courses in respective expertise/emphases areas while including updated content based on research, pedagogy, and trends in the communication field. Faculty members also contribute to general education and programmatic needs, which includes participating in the development and teaching of CST 110, CST 271, and the CST research core. In addition, all faculty members will promote scholarship and creative activities, participate in professional growth and development, advise students on academic programs and career opportunities, and contribute to the internal governance structure of the department.

### **B. Instructional Academic Staff**

Requests for IAS hiring will be presented to the college dean. The request will indicate one of the standard titles from the [teaching professor or clinical professor series](#) and will outline specific duties including teaching and any additional workload. Total workload for IAS is defined as a standard minimum teaching load plus additional workload equivalency activities. [See Faculty Senate Articles, Bylaws and Policies.](#)

### **C. Non-Instructional Academic Staff**

The Department of CST has no NIAS members.

### **D. Student Evaluation of Learning Environment (LENS) M/S/P 2/07/2024**

The department will follow the [UWL Learning Environment Survey \(LENS\) policy and procedure available on the Faculty Senate webpage.](#)

Results from student evaluation surveys are required for retention, tenure, post-tenure review, and promotion of tenure-track/tenured faculty and for renewal and promotion of Instructional Academic Staff. LENS summary reports (described in LENS Policy Section 1.C.3) must be included in IAS annual review and promotion files and faculty retention, promotion, and tenure files.

*Transition from Student Evaluation of Instruction (SEI) to LENS:* UWL's approach to gathering student evaluations changed in Fall 2023. As such, during the transition years, any personnel review that requires submission of student evaluations will include data from two student evaluation systems: SEI (as guided by earlier policies) for review periods through Summer 2023 and LENS (as guided by current policy) for review periods beginning Fall 2023.

#### **IV. Merit Evaluation (Annual Review) M/S/P 3/31/2025**

The results of merit reviews for all ranked faculty who have completed at least one academic year at UWL are due to the Dean's Office on October 1 annually. Merit reviews reflect activities during the prior academic year ending May 31.

##### **A. Purpose of Annual Merit Review**

The purpose of merit review at UWL is to provide minimum requirements for salary increases, specifically for merit, outside of the state of Wisconsin pay plan. This procedure outlines minimum standards and required documentation for merit increases in order to promote consistent and transparent compensation practices within the UW System.

##### **B. Timeline for CST Merit Review**

1. The department chair shall send instruction with deadlines for merit no later than June 30. A reminder about completing merit reports, with instruction, will be sent by the chair during fall meetings week.
2. Members who are married, in a partnership, or otherwise related are not allowed to serve on the committee at the same time and will determine between them who is on the ballot each year. They will share this information with the department chair by noon on the Friday of contract week.
3. Any other eligible committee member who would like to be removed from the ballot will share this information with the department chair by noon on the Friday of contract week.
4. The department chair will prepare two ballots and send to eligible voting members during the first week of classes, with the committees intact by Monday of week two of the semester.
5. All Digital Measures reports (which may or may not include an optional, short narrative) will be due as a PDF to the department chair via email by noon on the Friday of contract week.
6. Both Merit Committees will complete their reviews, sharing results with the department chair and the college dean no later than October 1.

##### **C. Merit Evaluation Committee**

Two separate committees are responsible for merit reviews: **Faculty Merit Evaluation Committee** and **IAS Merit Evaluation Committee**.

The **Faculty Merit Evaluation Committee** will consist of three CST faculty members who are elected to serve three-year terms. All faculty members (tenured and probationary) are eligible for this committee. The department chair is not eligible for this committee but is part of the merit evaluation review process as a faculty member and serves a role in facilitating the process. Elections will take place via a Qualtrics survey within the first week of the fall semester. If there is a tie in determining a member or members of the committee, a second voting process will occur with only the tied vote-getters on the ballot. The faculty member who is in their second year will serve as the chair of both the Faculty and IAS Merit Evaluation Committees.

The **IAS Merit Evaluation Committee** will consist of the chair of the Faculty Merit Evaluation Committee and two CST IAS members who are elected to serve two-year terms. IAS members who have completed two full years of consecutive teaching and are at the assistant teaching professor level or above are eligible for this committee. Elections will take place according to the same procedures as described for the Faculty Merit Evaluation Committee.

## D. Procedures for Merit Review

Procedures for annual evaluation of faculty performance must be consistent with relevant sections of current [UW System Personnel Rules](#) (UWS 3.05), [UWL Personnel Rules](#) (UWL 3.05), UWL Faculty Bylaws, and the [UWL Employee Handbook](#).

### 1. Merit Eligibility

Each faculty member (unless in their first semester) is to submit a merit report. New faculty members who begin in the fall semester do not undergo an annual merit review during their first year. Instead, their first-year performance is used for eligibility during year two.

IAS members who are in Redbooked positions and had a full-time, year-long contract during the merit review period, are eligible for merit, including those on a 100% teaching appointment (5 classes) or on an 80/20 contract (20% service/scholarship/professional development). New IAS members who begin in the fall semester do not undergo an annual merit review during their first year. IAS members on semester or part-time appointments are not eligible for merit.

Faculty and Redbooked IAS members are eligible for merit, with the exception of employees who are on 100% leave of absence for the full merit year/cycle.

### 2. Merit Review Process

The merit year is defined as the previous summer, fall, and spring semesters; therefore, all merit reports are dated June 1 of the previous year through May 31 of the current year. Materials from before or after these dates should not be included. Publications can be included if they are accepted or published during the merit year but cannot count for two years of merit.

Eligible faculty and IAS members will submit a merit report from Digital Measures that may include an optional, short merit narrative (less than 1 page, double-spaced, 1-inch margin). The optional narrative is an informative document that briefly contextualizes work that is not self-explanatory in the Digital Measures report to the department chair. There is a placeholder in Digital Measures to include this narrative, titled “Merit Narrative.”

The deadline for submitting the merit report is noon on the Friday of contract week. The report will be in PDF format and all links or documents within the report will also be PDF. The report will be sent to the department chair via email by the deadline or earlier.

### 3. Categories of Merit Evaluation

Categories of merit are: **Meets Expectations** and **Does Not Meet Expectations**.

The Merit Committee will monitor the situation to determine if the criteria need to be adjusted. The category of “Does Not Meet Expectations” is used for candidates clearly doing substandard work or who do not turn in a merit report. The expectation is that only in rare cases will a candidate fall into this category.

A unanimous vote is required to place a candidate in the “Does Not Meet Expectations” category.

***Merit—Faculty:*** A candidate should be proficient in teaching, scholarship, and service. Proficient means candidates are doing consistent and effective work in their position, and as such, are recognized as meritorious.

***Merit—IAS:*** A candidate should be proficient in teaching and also in EITHER scholarship OR service. Proficient means candidates are doing consistent and effective work in their position, and as such, are recognized as meritorious.

The standards for proficiency in each area mirror the department standards for post-tenure review and are found in Appendix B.

***Does Not Meet Expectations—Faculty and IAS:*** Include violations of applicable [ethical codes](#) of conduct, deficient in categories of teaching, research, or service, lack of evidence in areas, met with classes less than 75% of the required time, rarely available to students outside of class/failure to hold office hours, and/or did not submit a merit report.

#### **4. Detailed Procedures and Responsibilities**

***Faculty and IAS Responsibility:*** Faculty and IAS members are responsible for updating their Digital Measures, uploading an optional 1-page merit narrative, and preparing a Digital Measures merit report by the Friday of fall contract week. Faculty and IAS members must review their final Digital Measures report and edit for mechanical errors and delete all materials from outside the merit year and any additional irrelevant data (committees that no longer exist or are no longer a member, outdated and/or repeated research in progress, travel with students outside of merit year, etc.). Faculty and IAS members will send the merit report electronically to the department chair by the deadline. The department chair loads all reports to the two CST Merit Committee Canvas pages, which are accessible only by Merit Committee members.

***Merit Committee Responsibility:*** The Merit Committees will individually review materials for all faculty or IAS members except: (1) themselves, and (2) a partner or family member. Committee members for the faculty merit review will independently report a rating of Proficient or Deficient in each of the three categories for faculty members and provide a designation of Meets Expectations or Does Not Meet Expectations for each faculty member.

Committee members for the IAS merit review will independently report a rating of Proficient or Deficient in teaching and either research or service for each IAS member and provide a designation of Meets Expectations or Does Not Meet Expectations for each IAS member.

The committees will then meet to discuss each faculty and IAS member (excusing themselves in instances of partners or family member) and agree upon a merit designation. The chair for both Merit Committees will provide two separate reports to the department chair and the college dean, a document that shows the final, agreed-upon rating for each faculty and IAS member. This report is due no later than October 1.

**Department of CST Chair Responsibility:** The department chair will provide instructions and deadlines to all eligible faculty and IAS members after June 1 and again during fall contract week. The chair will also solicit information for the ballot, prepare the ballot, and send to eligible voting members during week one of fall classes. The chair will post all individual DM reports. Upon receiving the merit report from the Merit Committees, the department chair will inform individual faculty and IAS members of their personal merit outcome via a brief email.

## 5. Appealing Does Not Meet Expectations

To allow for possible appeals, the Merit Committees should alert the department chair of a likely Does Not Meet Expectations as early as possible, allowing for an appeal and reconsideration prior to October 1. A faculty or IAS member may request a reconsideration of their annual merit rating if they Do Not Meet Expectations by contacting the department chair. Appeals beyond the department level may be presented to the Complaints, Grievances, Appeals, and Academic Freedom Committee (see Faculty Senate Bylaws).

## 6. Distribution of Merit Monies

In the event that money is available for merit distribution, the Department of Communication Studies will determine financial allocation to individuals according to the following formula:

$x/m$  = merit dollars for each Meets Expectations faculty and IAS member

$m$  = number of faculty and IAS determined to Meet Expectations

$x$  = pool of merit dollars available

## 7. Sample Template for Merit Committee Evaluation

(reflects individual use prior to committee discussion)

Options for ratings: Proficient (P) or Deficient (D)

Faculty Member	Teaching	Scholarship	Service	Merit Category: Meets Expectations (M) or Does Not Meet Expectations (DNM)
Able	P	P	P	M
Bent				
Carson	P	P	P	M
Dias				
Ernst	D	D	D	DNM
Frau	P	D	P	DNM

NOTE: In the case of the above, Bent is the Merit Committee member conducting this review, so he does not evaluate himself. Dias is his significant other, so Dias is not evaluated here either.



## **V. Faculty Personnel Review**

The department will follow the policies regarding retention and tenure described in the [Faculty Personnel Rules](#) (UWS 3.06 – 3.11 and UWL 3.06 – 3.08). Tenure/retention decisions will be guided by the criteria established in the by-laws at the time of hire unless a candidate elects to be considered under newer guidelines. The criteria outlined in Section V. A & V. B. "Faculty Personnel Review" in these by-laws should be applied to faculty with a contract date after **April 30, 2025**. The department will follow policies guiding part-time appointments for faculty and tenure clock stoppage available on the Human Resources website.

### **A. Retention (procedure, criteria and appeal)      M/S/P 4/30/2025**

#### **1. Procedure**

- a. Faculty under review provide an electronic portfolio related to their teaching, scholarship, and service activities extracted from their date of hire to date of departmental review. They will also provide an Activity Report with the same dates. Hyperlinked syllabi are required and the candidate may choose to provide additional evidence. Additional materials required for departmental review include:
  - i. All retention review materials will be prepared in the same format required for UWL promotion.
  - ii. The retention narrative will use headings for teaching, scholarship and service, as found in the promotion narrative guidelines.
  - iii. A record of direct and indirect assessment is required for all reviews, with direct assessment receiving priority. There will be progress toward assessment at the two-year review meeting.
  - iv. Scholarship data should include completion of all areas (type of review, acceptance rate, etc.) found in the electronic portfolio and links to all publications and paper presentations.
  - v. All documents added to the electronic portfolio must be in PDF format.
- b. The department will provide an electronic report to the dean with the following materials:
  - i. A Personnel Committee letter of recommendation with decision and vote, written by the department chair
  - ii. A Teaching Assignment Information (TAI) datasheet that summarizes the courses taught, workload data, and grade distribution data by individual course and semester
  - iii. LENS summary reports for all courses
  - iv. Merit evaluation data.
- c. At least 20 days prior to the annual retention review, the department chair will notify each probationary faculty member in writing of the time and date of the review meeting. The review meeting will be determined by the chair and the probationary faculty member and takes into consideration time for the candidate to prepare the file and the Personnel Committee to read the file prior to the file due date to the college dean.

- d. The department Personnel Committee will consider all retention reviews. The Personnel Committee includes all tenured faculty members. If a Personnel Committee member is married, in a partnership, or otherwise related to a probationary faculty member, that committee member will not participate in any discussion, sharing of material, meeting, or voting relative the probationary faculty member's retention or tenure procedures.
- e. At least 14 calendar days prior to the date of the review, probationary faculty members will submit a Digital Measures (DM) Retention Report modeled on the Faculty Promotion Evaluation Report (including a narrative) to the department chair, who then posts the report to the committee's confidential Canvas site. Committee members will also have access to LENS summary reports, the committee letter from the previous year, and other information deemed relevant by the chair and committee. Prior to the report deadline, the candidate should seek mentoring and editing advice from the chair, and if desired, other colleagues, allowing ample time for feedback and changes.
- f. All probationary faculty members will have a non-contract review, typically performed in the 1<sup>st</sup>, 3<sup>rd</sup>, and 5<sup>th</sup> years. The candidate will not attend a meeting with the Personnel Committee. Instead, the Personnel Committee will review the file and consult on a departmental letter, written by the chair, with suggestions for the contract review. The letter will be shared with the candidate and the college dean, who will file it with HR.
- g. Formal reviews resulting in contract decisions will minimally occur for tenure-track faculty in their 2<sup>nd</sup>, 4<sup>th</sup>, and 6<sup>th</sup> years. On the day of the review, the probationary faculty member engaged in a contract review will attend the Personnel Committee review meeting to give a short oral presentation that highlights their contributions in teaching, scholarship, and service. The candidate will then engage in a question-and-answer period with committee members. The requirements of the Wisconsin Open Meeting law shall apply to the review meeting. The candidate will be excused for the committee to deliberate in closed session.
- h. Using the criteria in section 2 below, the Personnel Committee will evaluate the probationary faculty member's performance. Votes shall be cast via confidential electronic ballot(s) prepared and sent to committee members by the chair after deliberation. The first ballot will include a vote for retention for a 2-year contract. The second ballot, if needed, will include a vote for retention for a 1-year contract, resulting in a contract review the following year. A two-thirds majority is necessary for a positive retention recommendation. The results of the vote will be shared with the committee. While the vote is confidential, the individual member vote shall be recorded by the department chair and results stored in a confidential location by the ADA in the event of an open records request. At no time will the chair share the individual voting results with the candidate or voting members.
- i. Upon the conclusion of the meeting, the chair will share the result of the retention review, including the vote of the committee, to the candidate, preferably in person. In the case of a positive retention decision, the department chair, in consultation with the Personnel Committee, will prepare a letter summarizing the committee's deliberations and including

concerns or suggestions for improvement identified by the Personnel Committee. The committee letter is included in the departmental personnel review file and shared with the college dean by deadline. The department chair will meet with the probationary faculty member to answer any questions and discuss the contents of the letter and set goals for the next review. The letter and deliberations provide a record of the probationary period and are referenced by both the candidate and committee in subsequent reviews.

- j. Note: Complaints shared with the department chair and/or Personnel Committee that are ongoing and thematic may become part of the committee's decision.

## **2. Criteria**

The members of the Personnel Committee will use the candidate's retention file information and the accompanying narrative to judge each probationary faculty member's performance in the areas of teaching, scholarship, and service. Of these areas of responsibility, teaching is most important. After establishing a record of successful teaching, a program of continued scholarship is necessary for retention and, ultimately, a positive tenure recommendation. First- and second-year faculty members should focus their attention on teaching and research and develop as teacher-scholars knowing that a record of service within and outside the department is expected and will increase accordingly, beginning with departmental service.

### **a. Teaching**

*Establishing a successful record of teaching is the most important priority for probationary faculty members.* Recognition for teaching includes a record of personal teaching assessment, developmental opportunities, and peer evaluations. Probationary faculty members should provide clear, persuasive, compelling, and outcome-based evidence of their growth and success as a teacher.

The Department of Communication Studies encourages faculty members to contribute to the existing curriculum as well as develop new courses as appropriate. Innovative assignments, teaching strategies, and improvements will be recognized for retention and tenure. At a minimum, probationary faculty members are expected to meet the following standards of performance for all courses:

- i. Provides syllabi for all courses
- ii. Reflects course content objectives from CIM forms
- iii. Reflects course content that mirrors a common course syllabus or curriculum (if applicable)
- iv. Teaches course content that is current and relevant
- v. Meets class regularly
- vi. Attends regularly scheduled office hours
- vii. Cooperates with departmental assessment efforts
- viii. Advises majors
- ix. Has a pattern of effective teaching as documented in yearly evaluation
- x. Has peer teaching observations/letters (suggested—minimum of 1 each semester for first two years then 1 per year)
- xi. Includes self-evaluation of teaching strengths and opportunities for improvement

## **b. Scholarship**

The Department of Communication Studies supports a broad definition of scholarship that emphasizes keeping current in the discipline while incorporating new knowledge into effective teaching. It is assumed that Communication Studies faculty members will engage in scholarship and creative endeavors that are peer-reviewed and that they share the products of their scholarship with colleagues and peers. The department's statement of scholarship is found in Appendix A.

When evaluating the work of faculty, the Personnel Committee considers examples of scholarly activity as one, albeit important, aspect of the work demonstrated in retention, tenure, and promotion decisions. We recognize that different individuals have different talents and encourage faculty to make the most of their talents within the department, university, and discipline.

Probationary faculty members are required to have **at least three peer-reviewed** publications, creative works and/or media productions, which must be published, disseminated through a media channel, and/or accepted by the probationary faculty member's tenure decision date. At least one publication or production must be at the regional or national level.

## **c. Service**

The Department of Communication Studies recognizes service to the department, college, and university, as well as professional and community service. The level of service, particularly at the university level, depends on the probationary faculty member's current rank and their focus on scholarship appropriate to that rank. Rather than simply providing a list of service, the probationary faculty member should explain the specific work accomplished in the service area and the relative importance of that service.

## **3. Appeal**

If a non-renewal recommendation is made by the Personnel Committee, the probationary faculty member will learn of this result immediately after the meeting. The probationary faculty member will receive the committee's decision letter within 10 days of the meeting. The letter will include the reasons for non-renewal.

If the probationary faculty member wishes to appeal a department retention or tenure decision, they are required to submit a written petition to the department chair carefully detailing the basis of the appeal. The appeal must be filed with the chair within two weeks of the decision letter. The Personnel Committee will then hold a special closed session hearing to review all evidence pertinent to this position in the presence of the appellant. After hearing the facts, the committee will dismiss the appellant and render its final decision on the appeal. The procedure for this appeal meeting is detailed in UWL 3.07(4), (5), and (6).

## **B. Tenure Review and Departmental Tenure Criteria      M/S/P 4/30/2025**

The department will follow the policies regarding retention and tenure described in the [Faculty Personnel Rules](#) (UWS 3.06 - 3.11 and UWL 3.06 -3.08).

The granting of academic tenure represents a long-term commitment of institutional resources which requires proof of excellence in past performance and a forecast that an individual faculty member's intellectual vitality and future contributions will continue to be of high quality for many years to come. Non-tenured instructors should not expect an award of tenure solely on the fact that their contracts have been consistently renewed; however, the procedures for making tenure decision and recommendations for probationary faculty parallel procedures for retention and are based on the body of work evidenced during the individual's time in rank. Tenure will be granted with a two-thirds majority vote by tenured faculty.

### **1. Procedure**

The decision to recommend a faculty member for tenure in the department is based on an appraisal of the candidate's overall contribution from their date of hire at UWL in a tenure-track position. The process and criteria for review are identical to those outlined above for contract year reviews (see V. A.). Tenure in the Department of Communication Studies reflects:

- a. Evidence of ongoing success and/or improvement in the criteria provided above for retention reviews. Candidates should pay close attention to retention letters as guides for promotion and tenure recommendations from the department.
- b. Evidence of a strong commitment to student learning and quality teaching.
- c. Evidence of a consistent program of scholarly inquiry as defined by the Department Statement on Scholarship (Appendix A).
- d. **At least three peer-reviewed** publications, creative works and/or media productions, which must be published, disseminated through a media channel, and/or accepted by the probationary faculty member's tenure decision date. At least one publication or production must be at the regional or national level.
- e. Evidence of consistent service to the department and to the college/university and/or professional service. Community service that clearly utilizes professional expertise is encouraged but not required.

### **2. Appeal**

Anyone wishing to appeal a Personnel Committee tenure decision is required to submit a written petition to the chair of the department carefully detailing the basis on which this appeal is being made. This appeal must be filed with the chair within two weeks of the tenure decision letter. The committee will then hold a special closed session hearing to review all evidence pertinent to this petition in the presence of the appellant. After hearing the facts, the committee will dismiss the appellant and will render its final decision on the appeal (cf. Faculty Personnel Rules UWS 3.06-3.11 and UWL 3.06-3.08; and UWL Employee Handbook).

### C. Post-Tenure Review (PTR) M/S/P 4/30/2025

The department follows the [UWL procedure and schedule regarding post-tenure review](#) approved by the UW System Board of Regents in November 2016. The specific departmental post-tenure review process and evaluation criteria are outlined below.

#### 1. Department Post-Tenure Review Process

- a. **Review cycle:** Faculty members with tenure are reviewed every five years. The five-year cycle refers to the time between the formal departmental review associated with tenure or post-tenure review. The five-year cycle is not affected by a faculty member's paid or unpaid leave from the university. Any deferrals must be approved by the provost, who will also specify the new review cycle.
- b. **Notification:** The department chair will confirm with HR the faculty members due for review. The chair will notify PTR candidates via email, no later than October 15, of the review, with instruction and the due date for materials. The PTR committee will also be notified of the date for the PTR committee.
- c. **Committee:** The PTR committee includes all members of the Personnel Committee. The department chair serves as both the committee chair and a committee member. The associate chair serves as chair of personnel processes when the chair or chair's partner is being reviewed. If any committee member is married, in a partnership, or otherwise related to a PTR candidate, that committee member will not attend the PTR meeting.
- d. **Reports:** At least 14 calendar days prior to the PTR committee meeting, the faculty member under post-tenure review must submit an electronic report from the online portfolio system (Individual Personnel Report with hyperlinks) drawn from:
  - i. The last date of tenure, using January 1 of the tenure year if first post-tenure review to the date of the committee review; or
  - ii. The last post-tenure review to the date of the committee review.

The PTR candidate will not include a narrative for PTR, but must ensure that the report is up to date on five years of activities and includes the following:

- i. Hyperlinks to at least one syllabus for each course taught in the past five years
- ii. Hyperlinks to evidence of scholarly activities associated with all entries (publications, presentations, grants, etc.)
- iii. Service is up to date but no hyperlinks are required
- iv. The candidate's personnel report will be edited in Word and saved in PDF format
- v. All hyperlinks and/or attachments must be in PDF format
- vi. The report will be uploaded to the department's confidential personnel Canvas site by the chair, who will also provide:
  - A) the faculty member's LENS summary report for each semester of the last five years
  - B) a TAI report for the review period.

- e. **Process and Decision:** The PTR committee members review the reports and materials provided prior to the meeting. The candidate does not report out or attend the meeting, which will go into closed session. In the event of multiple candidates in a given year, the meeting will go out of closed session between PTR candidates.

Committee members discuss each candidate and by majority voice vote, determines if the candidate “meets expectations” or “does not meet expectations” in each area of teaching, scholarship, and service.

If there is a finding of “meets expectations” for all areas, the PTR committee chair provides a one-page letter to the dean and the candidate within 14 days of the meeting, and no later than December 15. The letter includes the date of the meeting and the numerical results of the vote, a brief description of consensus points regarding strengths in each area, names of all tenured faculty members who attended and voted, and the committee chair’s signature.

Detail regarding a “does not meet expectations” finding for any or all of the areas (teaching, scholarship, service) by the committee is provided in the [UWL procedure and schedule regarding post-tenure review](#) approved by the UW System Board of Regents in November 2016.

## 2. Department Post-Tenure Review Criteria

The Department of CST will use the criteria found in Appendix B for post-tenure review. In addition, PTR committee members may consider expectations according to rank:

- a. **Assistant Professor:** Teaching—Responsible for prior criteria plus: Participate in course development. Scholarship/Creative Activity—Responsible for prior criteria plus: Development of a program of scholarly activity. Service—Responsible for prior criteria plus: Service on university-wide committees; willingness to disciplinary expertise with the community; member of professional organization.
- b. **Associate Professor:** Teaching—Responsible for prior criteria plus: Contributing role in program development and curriculum development. Scholarship/Creative Activity—Responsible for prior criteria plus: Has established a program of scholarly activity. Service—Responsible for prior criteria plus: Leadership on departmental committee; actively seeks out opportunities to share disciplinary expertise with the community; attendance at professional conferences.
- c. **Full Professor:** Teaching—Responsible for prior criteria plus: leadership role in program development and curriculum development; Scholarship/Creative Activity—Responsible for prior criteria plus: maintain a program of scholarly activity; Service—Responsible for prior criteria plus: leadership on college, university, and/or professional committees; active role in mentoring junior faculty in all areas.

## **D. Faculty Promotion Procedures (procedure, criteria and appeal)**

**M/S/P 5/7/2025**

The department will follow the guidelines and schedules regarding faculty promotion available on the [“UWL Faculty Promotion” webpage](#).

### **1. Candidacy**

Promotion candidates will receive notification of their candidacy from HR in the spring. The department chair and the candidates should confirm eligibility is correct (according to HR’s instructions). The department chair will confirm interest or non-interest from candidates to pursue promotion no later than May 1, or approximately six months prior to a file’s due date. The department chair will schedule a spring meeting for all interested candidates no later than May 15. This meeting provides clarity on the process, selecting dates for file deadline and committee meetings, committee member suggestions and selection, and ideas for evidence and appendices.

Candidates will officially be informed in writing by the department chair of eligibility at least 20 calendar days prior to the scheduled and publicized first promotion review meeting. The date and time for the promotion review meetings are set by the department chair or committee chair with enough time allocated to go through the review process and any potential appeals prior to the deadline for submitting materials to the dean.

### **2. Committee**

The Promotion Committee for faculty pursuing promotion to Associate Professor or Professor will consist of at least three tenured colleagues chosen by the promotion candidate. Criteria for membership of the committee include the following:

- a. Promotion Committee chair
  - i. Selected by the candidate
  - ii. Must be of higher rank than the candidate
  - iii. Is the individual primarily responsible for writing the committee letter
- b. At least one member from the candidate’s emphasis area
- c. The majority of committee members must be of equal or higher rank than the rank for which the candidate is applying.
- d. The department chair is encouraged but not required to be part of the committee.
- e. Committee members from outside the department are encouraged.
- f. Members who are married, in a partnership, or otherwise related to the candidate are not allowed to serve on the candidate’s Promotion Committee.

### **3. Process**

- a. The candidate’s promotion file will follow the guidelines and suggestions for narratives and electronic Digital Measures formatting, as found on the provost’s promotion resources webpage.
- b. The committee shall have at least two face-to-face meetings with the faculty member being reviewed. The materials will be available to the committee at least fourteen days prior to the first meeting.



- c. First meeting
  - i. The candidate will prepare a short presentation that summarizes their narrative and the evidence provided in their DM file.
  - ii. Committee members will share prepared, detailed suggestions intended to make both the file and the narrative stronger.
  - iii. The committee will discuss the candidate's readiness to apply for promotion.
    - A) Candidates who are ready to apply for promotion should have ample time to edit their materials for a subsequent Promotion Committee meeting.
    - B) If the committee determines that the candidate is not ready to apply for promotion, the committee will provide suggestions to the candidate for creating a stronger file for the future.
- d. Subsequent meeting(s)
  - i. Subsequent meeting(s) will be determined by the candidate and committee members.
  - ii. The final meeting and resulting recommendation will occur at least 10 days prior to the college deadline for promotion materials. At this meeting, the candidate will be excused from the official vote and signing of the transmittal form.
  - iii. The candidate will be informed of the results of the vote within 24 hours.
- e. The committee decision and letter will be part of the DM departmental promotion file sent by the department chair on behalf of the candidate.

#### **4. Recommendation/Decision**

- a. The members of the departmental Promotion Committee will use the candidate's submitted material to make a recommendation about promotion.
- b. If the Promotion Committee approves the candidate, the department chair will include the transmittal form and decision letter in the candidate file provided by the department. As stated in the "Guide to Faculty Promotions and Portfolio Development at UWL," a copy of the letter will be provided to the candidate at least one day prior to the submission of the promotion file to the dean of the college and within seven days of the departmental decision.
- c. If a candidate is not recommended for promotion at the departmental level, the promotion candidate is given written notification of the decision with reasons for the decision.
- d. After receiving the notification, the promotion candidate will have 14 days to request reconsideration by the Promotion Committee. The candidate will be allowed an opportunity to respond to the written reasons and to present additional evidence relevant to the decision.
- e. Each promotion candidate will have the right to appeal the Promotion Committee's reconsideration decision to the Complaints, Grievances, Appeals, and Academic Freedom Committee (CGAAF). Written notice of the reconsideration decision will be transmitted to the candidate and the dean within seven (7) days.

#### **5. Criteria**

- a. To be considered for promotion to a higher rank, faculty must meet the minimum university criteria as described in the Faculty Senate "Guide to Faculty Promotions and Portfolio Development at UWL," available on the [provost's promotion resources webpage](#). Promotion from assistant to associate professor depends upon the clear demonstration of strong teaching

- and a growing record of scholarship and service. Promotion from associate to professor depends upon demonstrating a sustained record of accomplishment in teaching, a mature program of scholarship, and substantial and sustained service contributions to the university, school/college, or profession.
- b. Expectations for promotion are set by Faculty Senate. Candidate portfolios must include required evidence in the areas of teaching, scholarship, and service as specified in section 5.1 of the “Guide to Faculty Promotions and Portfolio Development at UW-La Crosse.”

## **VI. Instructional Academic Staff Review**

### **A. Annual Review      M/S/P 4/16/2025**

In accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, instructional academic staff will be evaluated annually. See [HR’s “Performance Management” webpage](#) for more information on performance appraisals by classification.

Academic staff teaching appointment and/or reappointment may be either part-time or full-time in nature. The number of academic staff positions is influenced by departmental need and resources provided by the college Dean’s Office. All IAS members will be reviewed on an annual basis. Renewal recommendations will be based on a record of effective teaching and adherence to the expectations below.

UWL deadlines for annual review are June 30; however, the Department of CST completes reviews in early spring semester with a target date of May 1 for completion. All IAS members will be contacted by the Basic Course Director (BCD) about the process no later than the first Friday in February.

#### **1. Process**

- a. **Committee:** Evaluations will be conducted by the Personnel Committee and facilitated by the Basic Course Director (BCD). If the BCD is not tenured, they will join the personnel committee as a consultant during IAS review meetings.
- b. **Procedures:** Evaluations occur in the spring semester. The department chair and BCD will collaborate to schedule one or more personnel committee meetings in the spring, with the number of meetings depending on IAS members to review.
  - i. By the first Friday in February, the BCD will provide notification to all IAS members, in writing, of the file expectations and deadline for completion. The deadline will be the Monday immediately following spring break. The department chair will load the files on the Personnel Committee Canvas site.
  - ii. All IAS members will update their DM files, adding a new year in the *Retention/Tenure and/or Merit Review* section to upload additional evidence, paying special attention to teaching and assessment evidence. There is a place in this section to upload the yearly narrative.
  - iii. IAS members are asked to follow the narrative template used for IAS promotion, as found on the provost’s promotion resource webpage. The narrative will include a short teaching philosophy, reflection on LENS reports, and additional headers as determined each year

by the BCD. Completed DM reports will include a peer evaluation from one member of the department according to the schedule in A.5. below. Evaluators will use the Classroom Observation Form (see Appendix C). IAS members are welcome to request additional observations during the review period, including from their IAS colleagues.

- iv. IAS members are welcome to attend their review meeting for a short presentation and question-answer period. After the presentation, the IAS member will be excused and the meeting will go into closed session to further discuss IAS members' DM report and narrative.

## **2. Instructional Academic Staff Expectations**

All IAS members are held to the same teaching expectations specified for faculty. Since academic staff members do not have the full range of faculty responsibilities as tenure and tenure-track members, the evaluation of instructional academic staff is based primarily upon the quality of their classroom teaching. However, IAS members on a full-time Redbook contract are also required to participate in service or research and these areas will also be addressed in their report and narrative.

## **3. Instructional Academic Staff Evaluation**

The review will be written in consideration of the performance and evidence provided by the IAS members. Candidates for reappointment are expected to meet minimum standards of classroom performance, including:

- a. Provides syllabi for all courses
- b. Reflects course content objectives from CIM form
- c. Reflects course content that mirrors the common syllabus
- d. Teaches course content that is current and relevant
- e. Meets class regularly
- f. Attends regularly scheduled office hours
- g. Cooperates with Departmental assessment efforts
- h. Has a pattern of effective teaching as documented in yearly evaluation

Complaints shared with the department chair and/or personnel committee that are ongoing and thematic may become part of the committee's decision.

## **4. Recommendations**

The members of the personnel committee will use the candidate's DM file, evidence, and reflective narrative to discuss IAS members' performance. Committee members will provide suggestions to the BCD and department chair for an annual review letter and advise on any recommendations for improvement and renewal. The chair and BCD will complete a short letter and additional reporting to be entered according to HR Workday system. All work will be completed and available to IAS members with a target date of May 1.

In the event the IAS member is concerned with the review, they can file a response within two weeks in the form of a letter to the BCD and Personnel Committee. Academic staff teaching appointments will be influenced by yearly evaluations, with stronger files and evaluations receiving teaching assignment priority.

## 5. IAS Peer Evaluation Policy

- a. Rotation/Frequency
  - i. New IAS members will be peer-reviewed by the BCD in their first semester.
  - ii. Returning IAS members will be peer-reviewed once a year and may include observations by the BCD, faculty members, or IAS members. Once an IAS member reaches the Associate Teaching Professor level, they will be peer-reviewed every other year.
  - iii. At any time, IAS members may invite additional observers to their classroom beyond the rotation provided here.
- b. Peer Evaluation Report

All peer evaluations will include:

  - i. **Pre-observation meeting** that includes a discussion of pedagogical practices, course delivery methods, objectives for the class period being observed, and any help or areas of focus the academic staff member is interested in suggesting.
  - ii. **A classroom observation form** to be completed during the classroom observation. This form will inform the observer as they write the observational report (see Appendix C).
  - iii. **A 1-2 page observational report** that includes the specifics of the observation (observed staff member, date, identification and brief description of course, and brief description of class period content), the activities of the Instructional Academic Staff member being observed (both content and delivery observations) and the strengths of and recommendations for the observed Instructional Academic Staff member.

## B. IAS Promotion Procedures **M/S/P 5/7/2025**

Policies and procedure guiding promotion for IAS are available on the HR KnowledgeBase titled, "[IAS Promotion Resources](#)". The department chair and BCD will consult with IAS members about their eligibility for promotion during their annual review meeting.

### 1. Candidacy

The website above provides UWL requirements for eligibility. The department chair and the BCD shall confirm that eligibility is correct for IAS candidates interested in promotion. IAS members interested in pursuing promotion should express their interest no later than May 1, or approximately seven months prior to a file's university due date.

### 2. IAS Promotion Committee

The Promotion Committee for IAS members pursuing promotion to Associate Teaching Professor or Teaching Professor will consist of at least three colleagues chosen by the promotion candidate. Criteria for membership of the committee include the following:

- a. Department chair
- b. Promotion Committee chair
  - i. Selected by the candidate
  - ii. Is the individual primarily responsible for writing the committee letter
- c. BCD
- d. When possible, at least one additional IAS member in CST who is of equal or higher rank than the rank for which the candidate is applying

- e. Additional committee members may also be included from inside or outside of CST and may include ranked faculty or additional IAS colleagues
- f. Members who are married, in a partnership, or otherwise related to the candidate are not allowed to serve on the candidate's Promotion Committee.

### **3. Process**

- a. If the candidate is eligible, has expressed interest, and the committee supports the candidate in teaching and a secondary area (see criteria below), the IAS promotion candidate will consult with the department chair and BCD to determine a deadline for their promotion file to be available to the Promotion Committee.
- b. The candidate's promotion file will follow the [UWL IAS promotion guidelines](#) and suggestions for narratives and electronic Digital Measures formatting, as found on the [provost's promotion resources webpage](#).
- c. The BCD and committee members will mentor the candidate through the writing process, suggest evidence, and provide editing advice.
- d. Early in the fall semester, the department chair, BCD, and/or committee chair will determine dates for file deadlines and meetings with the candidate and the committee to discuss and complete the file. The final meeting and resulting recommendation will occur at least 10 days prior to the college deadline for IAS promotion materials and earlier in the event of an appeal. At this meeting, the candidate will be excused from the official vote and signing of the transmittal form.
- e. The committee decision and letter will be part of the IAS DM department promotion file sent by the department chair on behalf of the candidate. This file includes merit information and the most recent IAS annual review letter.

### **4. Recommendation/Decision**

- a. The members of the committee will use the candidate's submitted material to make a recommendation about promotion. The committee should be prepared to formulate and record its reasons in the event of a non-recommendation. If the IAS Promotion Committee approves the candidate, the department chair will complete the department promotion file, including the committee letter.
- b. If a candidate is not recommended for promotion at the departmental level, the candidate is given written notification of the decision with reasons for the decision.

### **5. Criteria**

To be considered for promotion to a higher rank, IAS must meet the minimum university criteria as stated in the UWL IAS promotion guidelines, available on the [provost's promotion resources webpage](#). In addition to excelling in teaching, the candidate must also excel in one or a combination of: service (department, college, university, and/or community); professional development (including post-graduate coursework, workshops, conference participation, etc.); scholarly and creative activity.

### **C. Appeal Procedures      M/S/P 5/7/2025**

- a. If the IAS Promotion Committee does not recommend the candidate for promotion, the candidate will have 14 days to request reconsideration by the Promotion Committee. The candidate will be allowed an opportunity to respond to the written reasons and to present additional evidence relevant to the decision.
- b. Each IAS candidate will have the right to appeal the department's reconsideration decision to the Complaints, Grievances, Appeals, and Academic Freedom Committee (CGAAF). Written notice of the reconsideration decision will be transmitted to the candidate and the Dean within seven (7) days.

## **VII. Non-Instructional Academic Staff Review**

### **A. Annual Review**

In accordance with Unclassified Personnel Rules Chapter 10, academic staff (instructional and noninstructional) will be evaluated annually. Performance reviews of non-instructional academic staff (NIAS) are due to Human Resources from the Dean's office no later than July 31.

The CST Department has no NIAS staff to review.

## **VIII. Governance**

### **A. Department Chair      M/S/P 4/16/2025**

The department will adhere to the selection and duties of the chair that are delineated in the [Faculty Senate Policies](#) under the heading "IV. Responsibilities of Departments, Department Members and Department Chairperson," "V. The Selection of Department Chairpersons," and "VI. Remuneration of Department Chairpersons." In addition, references to chair-related duties are stated throughout the [Employee Handbook](#) and the most recent remuneration and release for chairs is found in the [HR KnowledgeBase](#).

#### **1. Election of the Department Chair**

- a. **Eligibility:** All members of the department shall be eligible to serve as department chairperson provided they are:
  - i. Tenured
  - ii. Rank of Associate Professor or Professor
  - iii. On staff at UWL for at least four full semesters
  - iv. Not on terminal contract or temporary appointment
- b. **Process:** The chair is elected by the department in February for a three-year term. All voting members of the department are eligible to vote. The college Dean's Office facilitates the voting process.
  - i. The dean contacts the current chair to provide a list of eligible candidates for chair and eligible voting members.
  - ii. The Dean's Office will solicit interest from eligible candidates via email.
  - iii. Ballots are sent by the Dean's Office to eligible voters.

- iv. The individual who receives 60% of the ballot will be selected chair, unless a runoff is needed.
  - v. Internally, the Department of Communication Studies will allow time at a departmental meeting for candidates to share their interest in the position prior to the vote.
- c. **Special circumstance:** In the event of a resignation or other reassignment/leave of a chair in the midst of a three-year term, a new chair will be elected by the department to (1) finish the term of the predecessor, or (2) begin a new three-year term pending consensus between the college Dean's Office and department members.

## 2. Responsibilities and Rights of the Department Chair

The department chairperson is generally responsible for ensuring that the department as a whole and individual faculty members are fulfilling their responsibilities to the university, and as found in the Faculty Senate and HR links above.

- a. The department chair is responsible for:
  - i. **Registration and scheduling:** in consultation with the associate chair and emphasis area faculty members, develop semester and summer class schedules, monitor registration and make changes according to enrollment and dean directives, manage prerequisites and overloads, and field registration questions from students.
  - ii. **Curriculum:** in consultation with the associate chair, approve curricular decisions, manage CIM workflow, handle student transfers and study abroad, and work with emphasis areas and the college academic adviser on course substitutions.
  - iii. **Budget and facilities:** in consultation with the ADA, develop and supervise the annual budget for travel, services, supplies, and equipment, and manage expenditures in accordance with the budget plan; make assignments of offices; and oversee maintenance requests.
  - iv. **Personnel:** arrange and oversee all required performance reviews, retention, tenure, promotion, post-tenure review, and merit of faculty and instructional academic staff; forward requests to hire and oversee all hiring committees. The chair will collaborate with the basic course director on hiring and reviews of instructional academic staff.
  - v. **Meetings and committees:** convene and preside at regular meetings and special meetings of the department, serve as convener and chair of executive and personnel committees, ensure all committees are meeting and fulfilling responsibilities, and serve on and/or attend meetings of appropriate departmental, college, and university committees.
  - vi. **Students:** respond to student inquiries, oversee grade appeals and student complaints, assign student advisers, and meet with and promote the department to interested and incoming students.
  - vii. **Consultation/other:** coordinate with departmental directors (Public Speaking Center, Basic Course, CaML, Cybersecurity), departments associated with the Digital Media Studies and Design minor, and university offices on campus.

- b. Additionally, the Faculty Handbook specifies that the chair will assume a prominent role in creating a professional environment conducive to high morale and productivity in the department. The chair may delegate performance of the duties to committees or members of the department.
- c. In compensation, the chair receives a .75 reduction in load during the academic year and a fractional administrative summer appointment determined by the dean of the college.

### **3. Evaluation of the Department Chair**

The department will follow the college department chair evaluation procedure. The Dean's Office will administer a chair evaluation survey in the second year of every three-year term. The quantitative and qualitative data are tabulated by the dean and discussed with the chair. More information on this process is found on the college website.

### **4. Summer Administrative Duties**

The chair receives a fractional appointment and is responsible for responding to and engaging in department business as it comes up. The chair should use the Executive Committee for consultation regarding business that impacts the department as a whole. The chair should call upon the associate chair or appoint an interim chair if away for more than seven working days and notify the department and Dean's Office.

## **B. Associate Chair     M/S/P 11/08/2023**

Duties and Eligibility - .25 position

*Having an associate chair does not reduce the reassignment time for the chair. Although the term begins with a new academic year, or July 1, there are no summer expectations or funding for summer work for the associate chair. There is no assumption that the associate chair will become the chair; the associate chair is welcome to run for chair like other department members.*

### **1. Eligibility**

- a. A CST tenured faculty member
- b. Must be tenured by July 1 of the start of the position for a fall start date
- c. Married partners may not serve in chair and associate chair positions at the same time

### **2. Suitability Statement with Preferred Candidate Qualifications**

- a. Candidates interested in self-nominating should consult with the chair to share their interest and confirm eligibility.
- b. Candidates will provide a 2-3-page suitability statement that includes evidence of:
  - i. Ability to engage in the duties of the position
  - ii. Interest in growth and leadership in CST
  - iii. Demonstration of engagement with the department
  - iv. A positive and professional relationship with faculty and teaching professors in CST
  - v. Strong interest in and experience with curricular leadership



- vi. Ability to ensure sensitivity and confidentiality in personnel matters
- vii. Organizational skills and willingness to balance multiple tasks in a collaborative working environment

### **3. Selection Process**

- a. Eligible candidates will consult with the chair to confirm eligibility and then provide a suitability statement.
- b. The department chair will facilitate the election of the associate chair.
  - i. The chair will share suitability statements and an anonymous electronic ballot to all CST voting members.
  - ii. In typical circumstances, an election will take place during spring semester and the term begins on July 1 of the new academic year.
  - iii. In unique circumstances (e.g., early start needed, previous associate does not complete term), the vote will occur in fall and position assumes a 3 year plus one semester term.
  - iv. If no one is interested, the department chair will make an appointment.
  - v. If there is just one candidate, including for renewal, departmental members can share feedback prior to appointment or re-appointment of the associate chair.
  - vi. In cases where an interim associate chair is needed, the chair will appoint an eligible faculty member until an election can be held.

### **4. Term and Renewal**

- a. The associate chair term is three years.
- b. There is no limit to the number of terms an associate chair may serve, pending continued election by voting members of the department.
- c. The associate chair may choose to end a term early or not seek the position after one term.
- d. In the event that a chair and associate chair are vacant at the same time, an election will be held to provide a new full term for chair and an interim term for associate chair. A full-term associate chair will then be elected in the election cycle the following year.
- e. The associate chair will be evaluated annually, as required in all UWL directorship positions that involve teaching reassignment.
- f. The chair will provide an annual letter based on observation of and communication with the associate chair in the position and on the associate chair's personal reflection of the year.
- g. Continued appointment is contingent on a satisfactory review.

### **5. Responsibilities**

- a. Attends a weekly, standing meeting with the department chair.
- b. Curriculum management
  - i. Serves as chair of the Curriculum Committee and is responsible for yearly charges, meeting agendas, convening and organizing meetings.
  - ii. Takes the lead role on course assignments and scheduling and monitoring course enrollments during registration; this work is in partnership with the ADA and the department chair.

- iii. Reviews CIM and updates forms when necessary; makes suggestions to Curriculum Committees regarding CIM updates; attends UCC when necessary.
- c. Writes faculty/IAS support letters for grants, awards, fellowships, etc.
- d. Consults regularly with department webmaster and the ADA to ensure the CST website is current and relevant.
- e. Works with chair to approve study abroad and transfer credits; approvals include consultation with emphasis area instructors.
- f. Serve as chair of personnel processes when chair and/or chair partner is being reviewed.
- g. Fills in for the department chair at meetings and events when the department chair is unavailable.
- h. Additional duties as deemed appropriate by the chair and associate chair.

## **C. Program Directors**

### **1. Basic Course Director (BCD) M/S/P 5/7/2025**

Duties and Eligibility - .50 position

The BCD includes a summer stipend supported by the college Dean's Office.

#### **a. Eligibility**

- i. A CST faculty member in a tenured or probationary position.
- ii. Minimum of one year completed at UWL.

#### **b. Suitability Statement with Preferred Candidate Qualifications**

- i. Candidates interested in self-nominating should consult with the chair to share their interest and confirm eligibility.
- ii. Candidates will provide a 2-3 page suitability statement that includes evidence of:
  - A) A record of teaching CST 110 or equivalent course at previous institute in same time period.
  - B) A consistently strong record of teaching based on course evaluations, observation, and assessment data, with a particular focus on general education courses.
  - C) A positive and professional relationship with faculty and teaching professors in CST.
  - D) Ability to review colleagues and ensure sensitivity and confidentiality in personnel matters.
  - E) Demonstrated leadership abilities, including conflict management and problem-solving skills.
  - F) Pedagogical and curricular strengths that support CST 110 and Communication Studies pedagogy.

#### **c. Selection Process**

- i. Eligible candidates will consult with the chair to confirm eligibility then provide a suitability statement.
- ii. The department chair will facilitate the election of the BCD.
  - A) The chair will share suitability statements and an anonymous Qualtrics ballot to all CST voting members.

- B) Elections/appointment will take place during spring semester and the term begins on July 1 of the new academic year.
- C) If no one is interested, the department chair will make an appointment.
- D) If there are no other candidates in the nomination, departmental members can share feedback prior to re-appointment of the current director.
- E) In cases where an interim director is needed, the chair will appoint an eligible faculty member until an election can be held.

#### **d. Term and Renewal**

- i. The BCD term is three years.
- ii. There is no limit to the number of terms a director may serve, pending continued election by voting members of the department.
- iii. The BCD may choose to end a term early or not seek the position after one term.
- iv. The BCD will be evaluated annually, as required in all UWL directorship positions that involve teaching reassignment.
  - A) During the first year of the BCD term, the chair will provide a letter based on interactions and communication with the BCD in the position, yearly reporting, and BCD personal reflection of the year.
  - B) During the second year of the BCD term, CST instructors who have worked under the supervision of the BCD will have opportunity to provide feedback about the leadership, communication, and 110 management of the BCD.
    - 1. The evaluation will be facilitated by the CST department chair.
    - 2. All CST instructors who have worked with the BCD will receive the survey. See Appendix D for the BCD evaluation survey.
    - 3. The CST chair will provide a letter based on survey results, including themes from the open-ended survey questions.
  - C) During the third year of the BCD term, the chair will provide a letter based on overall observation and summary of the term.
- v. Continued appointment is contingent on a satisfactory review.

#### **e. Responsibilities**

##### **i. Course Management**

- A) Responsible for training and developing instructors teaching CST 110.
  - 1. Facilitate training sessions for current and new faculty and IAS who teach CST 110.
  - 2. This may include summer work to ensure new instructors have adequate time to develop the course confidently.
- B) Facilitate at least three CST 110 meetings per semester, which require attendance of all instructors currently teaching the course. Agendas may address CST 110 teaching ideas, curriculum, assessment, training, and new initiatives.
  - 1. This includes a fall meeting prior to the beginning of the semester to introduce new instructors and ensure instructor compliance with ongoing and/or new priorities in teaching the course.

- C) Oversee the development and maintenance of the CST 110 Teams site, with a tab for shared resources, including:
  - 1. Current common syllabus document.
  - 2. Sample syllabi, activities, assignments, and exam questions.
  - 3. Advice on course management and evaluating speeches.

## **ii. IAS Personnel Processes**

- A) Teaching observations for IAS who teach CST 110.
  - 1. New IAS members will be peer-reviewed by the BCD in their first semester.
  - 2. Returning IAS members will be peer-reviewed once a year and may include observations by the BCD, faculty members, or IAS members. Once an IAS member reaches the Associate Teaching Professor level, they will be peer-reviewed every other year.
  - 3. In collaboration with IAS members, the BCD will determine a regular observation schedule for IAS and faculty observers.
  - 4. All teaching observations will use the Classroom Observation Form (see Appendix C).
- B) Conduct formal annual performance reviews with all teaching professors and lecturers, in consultation with the department chair and the CST Personnel Committee.
- C) Serve on IAS Promotion Committees and consult with the department chair to include CST 110 performance in promotion review letters.

## **iii. Instructor Support**

- A) Offer and encourage professional development opportunities including guest speakers, CATL events, local and national conferences, and grant opportunities. Mentor instructors on submitting their work to conferences and for publication.
- B) Have annual one-on-one meetings with instructors to ensure compliance, job satisfaction, and availability of mentoring for each instructor's needs.
  - 1. For faculty members rotating into the course after at least one year away, hold at least one individual consultation to ensure their comfort with the course requirements.
  - 2. For first-time instructors or faculty, hold bimonthly meetings (every two months) to ensure compliance and comprehension of course goals, as well as to problem solve any concerns the instructor has.
- C) Be available during work hours to facilitate questions and support for all CST 110 instructors.

## **iv. Administrative Duties**

- A) Assist the department chair with recruitment and hiring of CST 110 instructors. This may include working over the summer to ensure new staffing needs are met.

- B) Produce an annual summary report and send to the department about the year's meetings, enrollment, assessment, and other pertinent information to ensure transparency and growth of the CST 110 curriculum.
- C) Consult with the department chair and executive committee to regularly update bylaws related to the basic course, ensuring compliance and consistency.
- D) Membership on the CST Executive and Assessment Committees.

**v. Assessment**

- A) Supervise the assessment of CST 110 in accordance with approved university and department assessment procedures and use assessment data to inform curricular revisions.
- B) Review all syllabi and assignment sheets and rubrics with all instructors teaching CST 110 to ensure consistency across sections.
  - 1. *Consistency across sections* means that each section meets the course objectives and follows guidelines stated in the common syllabus and internal documents, including common requirements for assignments.
- C) Work annually to expand and develop the Basic Course Handbook to ensure it reflects the needs of instructors and curriculum. This work may extend into the summer and includes research on new, emerging, or improved trends in teaching the basic course.
- D) Conduct a yearly instructor needs assessment that examines instructor suggestions for curricular changes (e.g., textbook selection) and improvement of the CST 110 experience.

**vi. Course Outreach/Collaboration**

- A) Coordinate with the Public Speaking Center director to ensure a fluid connection between instructors, peer consultants, and the BCD. The BCD will consult with the PSC director on mutual events, training opportunities, and other needs between the two groups.
- B) Work with campus constituencies to build connections across the university, including Murphy Library, CATL, First-Year Experience leaders, UWL General Education Committee, and ENG 110 first-year writing director.
  - 1. Advocate for CST 110 with constituents, ensuring that faculty across the university understand the importance of CST 110 curriculum and oral communication across campus.
- C) Manage the transfer credit equivalencies and transfer requests from the college advising offices and Records and Registration.
- D) Facilitate 110 instructors' timely attention to and participation in Navigate reporting.
- E) Work with Graduate and Extended Learning to build and maintain the concurrent enrollment courses with area high schools.
  - 1. Engage in training and regular consultation with high school teachers in this program.
  - 2. Compensation for this program provided by Graduate and Extended Learning.

## **2. Public Speaking Center Director      M/S/P 02/08/2023**

Duties and Eligibility - .50 position

The Public Speaking Center (PSC) supports student success by providing quality peer consulting on speech assignments and oral presentations. The PSC is housed in Murphy Learning Center (MLC).

### **a. Eligibility**

- i. A CST faculty member in a tenured or probationary position
  - A) Minimum of one year completed at UWL
- ii. A Redbooked IAS member at any rank
  - A) Minimum of one year completed at UWL

### **b. Suitability Statement with Preferred Candidate Qualifications**

- i. Candidates interested in self-nominating should consult with chair to share their interest and confirm eligibility
- ii. Candidates will provide a 2-3 page suitability statement that includes evidence of:
  - A) A consistently strong record of teaching based on course evaluations, observation, and assessment data, with a particular focus on general education courses
  - B) Teaching CST 110 at UWL in the previous two years
    - 1. Or equivalent course at previous institute in same time period
    - 2. Consideration for exceptions addressed by candidate
  - C) A positive and professional relationship with faculty and teaching professors in CST
  - D) Demonstrated leadership abilities including conflict management and problem-solving skills
  - E) Pedagogical and curricular strengths that support the Public Speaking Center and Communication Studies pedagogy
  - F) Addresses how they will advocate for public speaking contexts according to the standards of the Communication Studies discipline when working with CST and other departments on campus
  - G) Ability to engage in the duties of the position

### **c. Selection Process**

- i. Eligible candidates will consult with chair to confirm eligibility then provide suitability statement
- ii. The department chair will facilitate election of the PSC director
  - A) The chair will share suitability statements with the department and send an anonymous Qualtrics ballot to all eligible voting members
  - B) Elections/appointment will take place during spring semester and the term begins on July 1 of the new academic year
  - C) If no one is interested, the department chair will make an appointment
  - D) If there are no other candidates in nomination, departmental members can share feedback prior to re-appointment of the current director

**d. Term and Renewal**

- i. The PSC director term is three years for faculty and Redbooked IAS
  - A) Redbooked IAS will be renewed for the term pending ongoing appointment and positive review
  - B) If the PSC director begins in the spring semester, they will serve a 3.5 year term
- ii. There is no limit to the number of terms a director may serve, pending continued election by voting members of the department
- iii. The PSC director may choose to end a term early or not seek the position after one term
- iv. The PSC director will be evaluated annually, as required in all UWL directorship positions that involve teaching reassignment
  - A) Evaluation will be conducted by the CST department chair and MLC director
  - B) CST chair will provide annual letter based on yearly reporting of PSC director and MLC review
  - C) MLC director will provide yearly review according to expectations of all directors in the MLC
  - D) Peer consultants will have an opportunity to provide anonymous feedback for the PSC Director gathered from the Department of Communication Studies and/or the MLC director
- v. Continued appointment is contingent on a positive review

**e. Responsibilities**

- i. Recruit, interview, and hire peer consultants to work in the PSC
  - A) Update and review hiring materials and practices on a regular basis
  - B) Ensure that materials and practices reflect current needs of the PSC
- ii. Shape the curriculum and train new and returning peer consultants to work in the PSC
- iii. Supervise all students who work in the PSC
  - A) Students can volunteer, work for credit (CST 392), be paid as a student worker, or be paid via work study award
- iv. Supervise CST 392: Public Speaking Practicum
  - A) Course for students to earn CST elective credit for working in the PSC
  - B) Students take 1-3 credits per semester; credits are repeatable for a maximum of 6 credits for students to continue to tutor throughout their academic career
  - C) Students will work in the PSC and complete one project (such as a workshop or other work related to the PSC)
- v. Teach CST 299 in the fall
  - A) Course meets once a week in the fall semester
  - B) Teach course lessons for CST 299 class
  - C) Work with other MLC directors on syllabi and course content planning
  - D) Provide consistent training for students in CST 299
- vi. Create and maintain a schedule of hours for the PSC, working with lead tutor(s) for scheduling tutor hours

- vii. Adapt PSC services to CST 110 curriculum and other courses on campus that have public speaking components
  - A) Work with the CST 110 basic course director, CST 110 instructors, and CST department chair to keep resources up to date
  - B) Maintain regular communication with CST 110 basic course director and CST 110 instructors
  - C) Develop and deliver workshops to relevant classes and programs at UWL
- viii. Promote the PSC
  - A) Create and display flyers, posters, and content for digital monitors
  - B) Maintain and develop the PSC website
  - C) Organize peer consultant classroom announcements
  - D) Develop and deliver peer consultant training sessions
  - E) Collaborate with campus organizations and units
- ix. Maintain effective working relationships within the PSC (including those with peer consultants and clients), the MLC director, other subject directors, and with key constituencies (e.g., the Department of Communication Studies, the CST basic course director, faculty, teaching professors, administration).
- x. Attend CST department and CST 110 meetings
- xi. Conduct PSC-related supervision with peer tutors
  - A) Evaluate student/client experience in the PSC
  - B) Conduct peer consultant performance reviews
  - C) Gather and evaluate client feedback to peer tutors
  - D) Review and respond to peer consultant work reports
- xii. Work with the MLC director and MLC budget office to manage budgets and maintain funding sources
- xiii. Work with CST department chair and academic department associate (ADA) for additional support and resources
- xiv. Continue professional growth through appropriate reading and participation in professional organizations and workshops.

### **3. Communication and Media Lab Director      M/S/P 05/04/2022**

.25 reassignment

The mission of Communication and Media Lab (CaML) is to provide a hands-on learning space for media production and to maintain space and equipment that facilitates research into media and communication phenomena through both traditional and digital methods. The CaML director will be responsible for the execution of the lab's mission and will receive .25 reassignment time for their work. Specific responsibilities are outlined below.

#### **a. Eligibility**

- i. A CST faculty member in a tenured or probationary position is preferred.
- ii. An IAS member at the Associate or Teaching Professor level (an MA or MS in Communication Studies is preferred).



- iii. Has taught CST 377 or has experience in professional media production.
- iv. Has taught CST 498 and/or 499 or has evidence of advising student research.

**b. Suitability Statement with Preferred Candidate Qualifications**

Candidate will provide voting members and with a 2-3 page suitability statement that includes evidence of:

- i. A strong record of teaching in media production and advising student communication research, evidenced by observation reports and assessment data.
- ii. A history of positive, professional relationships with faculty.
- iii. Leadership skills including problem-solving, decision-making, and conflict management.
- iv. Addresses how they will advocate for the CaML as a resource for the college, and particularly for CST, ART, and ENG students and faculty members.

**c. Term and Renewal**

- i. The CaML director term is three years.
- ii. The term includes unlimited renewals but takes into consideration teaching professor contract terms.
- iii. As required of all reassignment positions on campus, the CaML director will be evaluated. An evaluation will occur annually.
  - A. Evaluation will be conducted by the CST department chair.
  - B. Continued appointment of term is contingent on a positive review.
  - C. Renewal requires an updated suitability statement and option for others to self-nominate.
  - D. Work study students will have an opportunity to provide anonymous feedback for the CaML director gathered from the CST Department via Qualtrics.
- iv. The CaML director may choose to end a term early or not seek the position after one term and return to 100% teaching.

**d. Selection Process**

- i. All eligible candidates may self-nominate.
- ii. Candidates will provide voting members a 2-3 page suitability statement demonstrating the preferred qualifications.
- iii. If there is only one eligible candidate interested in the position, the CST chair will confirm the appointment after soliciting confidential feedback from the department.
- iv. If there is more than eligible candidate, all voting members of the Department of Communication Studies will elect the CaML director position based on simple majority.
- v. If no one is interested, the department chair will make an appointment.
- vi. Elections and/or appointments will take place during spring semester, and a new term begins on July 1.

**e. Responsibilities**

- i. Develop program, organizational, and financial plans with various stakeholders.
- ii. Oversee and support the Lab's administrative and communication functions.

- iii. Represent the Lab in public, professional, and community meetings and activities.
- iv. Act as liaison to other college departments, specifically Art and English, that need to utilize lab space.
- v. Maintain a working knowledge of significant developments and trends in the field.
- vi. Develop and maintain a fundraising strategy with college and university partners.
- vii. Create and regularly update training manuals for all equipment that can be checked out and used by students and faculty in the Lab.
- viii. Develop in-person and/or online training classes for all students and faculty who want to use equipment and software. Anyone who wishes to check out equipment will be required to attend.
- ix. Work with the CST chair and ADA to maintain yearly budget, including four work study students.
- x. Hire, train, supervise, evaluate, and support student workers.
- xi. Assist students who use the Lab for research and production to submit to conferences and awards as appropriate.
- xii. Oversee the development and maintenance of a web presence for the CaML.
- xiii. Produce an annual summary report to the department and college dean about the use of Lab spaces, assessments, and other pertinent information to ensure transparency and growth.
- xiv. Order equipment relevant to the needs of the Lab.
- xv. Maintain three office hours per week in the Lab.

#### **4. Academic Director – Collaborative Online Master of Science in Cybersecurity (MS-C)** **M/S/P 02/08/2023**

##### **a. Selection and Appointments**

The academic director must be a tenured or tenure-track member of the faculty on campus and have disciplinary expertise in a related field. They must be in good standing with senior campus administrators, deans, department heads, and fellow faculty members. They should understand faculty governance procedures and be effective in moving curricular and administrative issues through campus channels expeditiously.

Selection and appointment of the academic director follows program and university policy and procedure in consultation with the department chair. The provost makes the final appointment.

##### **b. Responsibilities of Academic Director**

The academic director administers and oversees all aspects of the M.S. in Cybersecurity program. The academic director has direct access to the dean for purposes of advocating for program needs and assuring organizational expectations are satisfied. These duties include, but are not limited to the following:

- i. Campus representative to the degree, curriculum oversight, periodic meetings with program faculty and partners

- ii. Oversight and responsibility for ensuring that the campus is adequately staffing courses for the MS-C program for which it is responsible
  - iii. Review adjunct instructors for the MS-C degree as needed
  - iv. Review of course evaluations for the MS-C courses, working with instructors who are not performing well, etc.
  - v. Review student admissions decisions for the MS-C degree
  - vi. Review and approve, as appropriate, credit for prior learning for students requesting credit for the MS-C degree
  - vii. Address student conduct issues in the MS-C degree
  - viii. Oversight and monitoring of student supports to include, but not limited to, academic advising, admissions, registration, financial aid and bursar
  - ix. Develop local articulation agreements to support the growth of the degree program
  - x. Assist with program assessment and UW-System program review
  - xi. Other duties as assigned or deemed necessary to support program success
- c. **Evaluation of Academic Director**
- Personnel review considerations for faculty involved in UWL-EX collaborative degrees or collaborative duties (in-load or overload), because compensated, should not be considered as service to the department. Departmental expectations for service and scholarship should remain unaltered. In-load duties should be treated as reassigned time for personnel review with appropriate documentation from the supervisor. Unless in-load (reassigned time), a separate review is not needed for merit, tenure, or promotion.

## **D. Standing Departmental Committees**

### **1. Personnel Committee M/S/P 04/09/2025**

#### **a. Membership:**

- i. All tenured faculty members. Membership is automatically conferred by tenured status and is continuous, as long as an individual remains a tenured faculty member in the department.
- ii. If a Personnel Committee member is married, in a partnership or otherwise related to a reviewable faculty member, that committee member will not participate in any discussion, sharing of material, meeting, or voting pertaining to the reviewable faculty member's retention, tenure, or post-tenure procedures.

#### **b. Duties and Responsibilities:**

- i. The committee shall be convened by the department chair as the need arises. The procedure for Personnel Committee meetings includes the following: postings which indicate that the meeting may go into closed sessions, motions for closed sessions that cite specific statutes (Section 19.85 in the Wisconsin Statutes), quorum rules (see 1.4), roll-call voting, and specific minutes taken by the chair.
- ii. Subject to university rules and timetable established by university authorities, the committee is responsible for voting on contract/non-contract pre-tenure reviews, tenure reviews, and post-tenure reviews.

- iii. The department chair, in consultation with the Personnel Committee, will prepare a written letter summarizing the committee's deliberations and including concerns or suggestions for improvement identified by the Personnel Committee.
- iv. Personnel Committee members will assist in annual reviews of IAS members, including participation of the peer/colleague teaching observation process.
- v. The Personnel Committee will meet to discuss solutions to personnel problems with faculty or staff as they arise.

## **2. Executive Committee M/S/P 5/04/2022**

- a. Membership:** Committee will include 5-6 members as represented below. The members may be in roles that are not mutually exclusive.
  - i. Department chair
  - ii. CST 110 basic course director
  - iii. Redbooked IAS member
  - iv. Representation from various stages of career (rank, tenure, etc.)
  - v. Representation from each of the four CST emphasis areas
- b. Roles:**
  - i. Chair: the CST department chair convenes and chairs the committee
  - ii. Recorder: a recorder will be volunteer, rotated, or elected; notes from each meeting will be shared on the Department of Communication Studies Teams page or current electronic storage system. Any votes will be reflected in the notes.
  - iii. Action: any CST member may present business for the committee to consider; business is typically related to bylaws.
- c. Duties and Responsibilities:**
  - i. Draft proposals for changes in departmental bylaws, policies, and procedures, and forward these proposals to the department as a whole for consideration and voting.
  - ii. Maintain and update ongoing bylaw document as changes are made.
  - iii. Advise and assist the chair as needed (i.e., committee charges, department meeting agendas, etc.).

## **3. Curriculum Committee M/S/P 5/01/2024**

- a. Membership:** Minimum 5 voting members
  - i. At least one member from each of the emphasis areas
  - ii. One representative for CST 110 (either the basic course director, a Redbooked IAS member, or a faculty member who regularly teaches CST 110)
  - iii. Any additional member of the department with interest in curriculum
  - iv. The associate department chair will chair the committee
  - v. Members will be appointed by the department chair
- b. Duties and Responsibilities:**
  - i. Review all aspects of department curriculum as appropriate.
  - ii. Review and recommend all CIM forms to be submitted for departmental approval.
  - iii. Recommend new courses and courses for deletion from curriculum.

- iv. Review and recommend special topic courses for approval (including CST 491 and special topics offered within emphasis areas).
- v. Review and approve supplemental teaching requests.

#### **4. Assessment Committee M/S/P 05/01/24**

##### **a. Membership:** Minimum 5 voting members

- i. At least one member from each of the four emphasis areas in CST
- ii. Basic course director (may also count as emphasis area rep if necessary)
- iii. One IAS member on a 100% contract with an interest in assessment may request membership
- iv. The department chair will meet with the committee in an advisory role

##### **b. Duties and Responsibilities:**

- i. Ensure all CST and general education assessment is completed
- ii. Consult with departmental members and emphasis groups to complete plans, data collection, and final reports for program-level, research core-level, and emphasis-level assessment
- iii. Ensure all assessment activities are completed for UPAC
  - A) Engage in course mapping to ensure objectives are traced to CST program-level, research core-level, and emphasis-level SLOs
  - B) Complete and store program-level, research core-level, and emphasis-level assessment reports on assessment site on Canvas
  - C) Use UPAC template for reporting assessment activities
- iv. Ensure all general education assessment is completed
  - A) Rotate assessment between CST 110 and CST 271 each year
  - B) Coordinate with CST 271 instructors and basic course director for assessment plans
  - C) Ensure data collection and reporting occurs for the general education program
  - D) Load general education assessment reports on departmental assessment Canvas site and submit to appropriate university bodies.
- v. Monitor, update and facilitate faculty approval of:
  - A) CST program-level SLOs
  - B) CST research core SLOs
  - C) CST emphasis area SLOs
  - D) General education courses SLOs
- vi. Communicate with Department of Communication Studies about assessment practices
  - A) Research and share information on assessment needs and methods
  - B) Propose adoption of new methods of program assessment to the Department
  - C) Report assessment data to the department at least once per semester
  - D) Maintain records of course and program assessment methods used, data collected, and changes made on the basis of that data

## 5. Merit Committee

Two separate committees are responsible for merit reviews: **Faculty Merit Evaluation Committee** and **IAS Merit Evaluation Committee**.

- a. The **Faculty Merit Evaluation Committee** will consist of three CST faculty members who are elected to serve three-year terms. All faculty members (tenured and probationary) are eligible for this committee. The department chair is not eligible for this committee but is part of the merit evaluation review process as a faculty member and serves a role in facilitating the process. Elections will take place via a Qualtrics survey within the first week of the fall semester. If there is a tie in determining a member or members of the committee, a second voting process will occur with only the tied vote-getters on the ballot. The faculty member who is in their second year will serve as the chair of both the Faculty and IAS Merit Evaluation Committees. Partners/married couples are not allowed to serve on the committee at the same time and will determine between them who is on the ballot.
- b. The **IAS Merit Evaluation Committee** will consist of the chair of the Faculty Merit Evaluation Committee and two CST IAS members who are elected to serve two-year terms. IAS members who have completed two full years of consecutive teaching and are at the assistant teaching professor level or above are eligible for this committee. Elections will take place according to the same procedures as described for the Faculty Merit Evaluation Committee. Partners/married couples are not allowed to serve on the committee at the same time and will determine between them who will be on the ballot.

## 6. Scholarship Committee      M/S/P 3/27/2024

- a. **Membership:** Five committee members including at least one IAS member. The department chair shall appoint the Scholarship Committee chair annually.
- b. **Duties and Responsibilities:**
  - i. Create and disseminate information about departmental scholarships annually. Messaging should be sent mid-September.
  - ii. Annually review applicants for department scholarships and propose slates of recipients and alternates to the Foundation.
  - iii. Provide list of Foundation scholarship awards to department chair.
  - iv. Assist department chair with Recognition of Excellence nominations as needed.

## 7. CST Celebration Committee & Alumni Award Criteria      M/S/P 4/9/2025

- a. **Committee Membership**
  - i. The **Celebration Committee** will consist of at least two ranked faculty members and one IAS faculty member.
  - ii. Committee members are encouraged to serve a minimum of two years.
  - iii. The committee shall elect its chair at the first meeting of the fall semester each academic year.

**b. Duties and Responsibilities**

- i. Facilitate the Alumni Award nomination and selection process. The selection process is outlined below.
- ii. Communicate with the Alumni Award recipient
  - A) Notify the individual of their nomination and inquire about their interest in accepting the award and attending the event.
  - B) Assist in coordinating travel, if necessary.
  - C) Offer and schedule a tour of the campus and the Department of Communication Studies.
- iii. Schedule and plan the annual awards ceremony
  - A) Coordinate the celebration date to avoid conflicts with college and university end-of-year events.
  - B) Reserve the event space.
  - C) Provide catering order to department ADA.
  - D) Collaborate with department ADA to order 8x10 plaque and perpetual plate.
  - E) Work with the following area leads to coordinate annual student awards (all areas will provide their own certificates):
    1. 499 instructors (Fall and Spring)
    2. CaML director
    3. Public Speaking Center director
    4. Lambda Pi Eta advisor
    5. Comm Club advisor
- iv. Publicize the event

**c. Alumni Award Selection Procedure**

- i. Nominating Criteria
  - A) Nominees must have graduated from 1996 or later from a major formerly or currently housed in the department.
  - B) Nominees should currently work in a communication-intensive field.
  - C) Nominees must also meet one or more of the following criteria:
    1. Demonstrate outstanding professional success or innovation
    2. Have a strong record of community involvement or civic engagement
    3. Exhibit professional or community leadership
- ii. The Process
  - A) By the last meeting of the fall semester, CST faculty and staff will nominate alumni by providing the following information about each nominee:
    1. Name
    2. Graduation year
    3. Current job and location
    4. Contact information
    5. One-paragraph argument for why the candidate deserves the award
  - B) The CST Celebration Committee will collate the nominations and create a ballot.

- C) Each ranked faculty, staff member, and IAS may vote for one nominee. The candidate with the most votes will be selected.
- D) CST Celebration Committee will contact selected nominee to determine their interest in the award and whether they can attend. Winners must be available to receive the award in person.
- E) If the selected nominee cannot attend, the candidate with the next most votes will be contacted with the same process.

#### **E. Departmental Programmatic Assessment Plan (if not included in VIII. B.)**

See the Assessment Committee description in these bylaws for departmental programmatic assessment procedures. Assessment reporting for Undergraduate Academic Program Review (UAPR) will come from the ongoing assessment reporting of this same committee.

#### **F. Additional Departmental Policies**

1. **Sick Leave:** Department members will account for sick leave in adherence to the most current [UW System guidelines](#).
2. **Vacation:** For unclassified staff, 12-month employees garner vacation time, 9-month employees do not.
3. **Salary Equity Policy:** UWL utilizes CUPA peer data to benchmark faculty and staff salaries (or UW System matches if CUPA data does not exist). Faculty and IAS salaries are benchmarked by rank and discipline whenever possible. The Faculty Senate Promotion, Tenure and Salary (PTS) committee reviews trends in data regarding equity, inversion and compression and makes recommendations for the disbursement of salary equity funds and/or pay plan (if available). Departments do not have the ability to make equity adjustments and deans only have a limited ability when guided by PTS/Faculty Senate procedures. Individuals with job offers from another institution should provide the written offer to their chair and dean for potential consideration of a salary adjustment if approved by the provost and vice chancellor of Administration and Finance.

#### **4. Faculty Teaching Reassigned Time Policy      M/S/P 02/04/2015**

Each semester, the Department of Communication Studies will endeavor to support faculty development through a .25 reassignment for one faculty member from teaching to engage in additional scholarship, professional development, or an extraordinary professional or departmental service activity. New probationary faculty will be given a 9/9 load during their first year.

Examples of projects include submission of a book proposal or manuscript for submission to a peer-reviewed journal; research in preparation for presentation at a professional conference; an extraordinary service project, the scope of which exceeds expectations of departmental or university service (such as extensive commitments via leadership on professional organizations and primary conference program planner); or a departmental service initiative that benefits the department as a whole (such as a major program revision).

The **CST Personnel Committee** will evaluate proposals and make recommendations using the following criteria:



- a. Each tenure-track faculty member who is on a 100% appointment during the reassignment semester and during the previous semester is eligible for a rotational .25 reassignment. Current faculty will be considered in reverse seniority and reverse rank based on the hiring date into the ranked faculty. Due to new probationary faculty's 9/9 load, the new probationary faculty member will be placed at the end of the list after their first year. An exception to this policy will be made when/if a new faculty member is not granted a 9/9 load in the first year.
- b. Deadlines: Fall and spring research reassignment requests are due to the department chair when course requests for the following semester are collected. Deadlines are set to allow for appropriate scheduling of required courses and meeting departmental course demand.
- c. The department chair will approach the first person on the list prior to the deadline to determine if they will be submitting a proposal for reassignment time. If that person declines, the next person on the list will be asked.
- d. Faculty who are awarded the .25 reassignment will work with the department chair in determining their teaching workload/courses for the semester of reassigned time to ensure appropriate coverage of core/required courses.
- e. If a Personnel Committee member or Personnel Committee member's partner wishes to apply for the .25 reassigned time, that committee member will not be eligible to participate in the selection process. The Personnel Committee will consider the course and academic program needs of the department regarding course/academic program needs in making decisions to award reassigned time.
- f. Each semester, faculty who receive a semester of .25 reassigned time will move to the bottom of the queue. Faculty who do not apply, are not eligible, or are not awarded reassigned time will remain at the top of the reassign time schedule.
- g. Proposal guidelines: Requests for reassigned time should be submitted electronically to the department chair. Proposals should be a maximum one page in length and include the following:
  - i. a brief statement of the proposed project
  - ii. how it will enhance faculty development
  - iii. a statement of the specific outcomes/products/results that will be achieved during the semester with .25 reassigned time.
- h. Upon Personnel Committee approval, the department chair will complete the reassign time request through the Dean's Office.

**Appeal Process:** A faculty member may request a reconsideration of the Personnel Committee's decision. This request must be made via email to the department chair within one week of being notified the proposal was not approved. The appellant will meet with the Personnel Committee to discuss their proposal. Within one week of this meeting, the Personnel Committee's final decision will be communicated in writing to the faculty member. Appeals beyond the department level may be presented to the Complaints, Grievances, Appeals, and Academic Freedom Committee (see Faculty Senate Bylaws).

## IX. Search and Screen Procedures

M/S/P 5/7/2025

The department will follow recruitment and hiring procedures prescribed by the university's Office of Human Resources (HR) in conjunction with AAO, UW System and WI state regulations. The UWL Search and Screen Policy and Procedures are to be followed for all faculty and staff recruitments at UWL.

A. **Tenure-Track Faculty:** The approved UWL tenure track faculty recruitment and hiring policy and procedures are found on [HR's recruitment webpage](#). UWL's spousal/partner hiring policy can be found on the [HR KnowledgeBase titled "Spousal and Partner Hiring"](#).

1. Searches are conducted electronically via UWL HR software. All search committees will consult with the HR representative for training, recruitment information, and access to files.
2. Committee-interested departmental members may volunteer for a tenure-track search committee. The committee will have a minimum of five faculty members, with representation from the emphasis area(s) of hire. Every effort will be made to rotate committee members per search for workload equity. IAS members may serve pending the area of hire. The committee will designate a chair and a recorder. Committee meetings must abide by the guideline for UWL open meeting requirements.
3. Semi-finalists will participate in short, virtual interviews with committee members. Finalists will visit campus unless there are extenuating circumstances that require a virtual interview. In both cases, they will follow an itinerary available to the candidates and the department. Departmental members not serving on the committee are strongly encouraged to participate in the open events established on the itinerary.
4. Departmental members will receive a short survey soliciting strengths and weaknesses of candidates and will only reply if they interacted with the candidate(s). This information is shared for committee deliberation. The chair of the committee and the department chair will meet with the college dean with a non-ranked list of strengths and weaknesses for each candidate. The dean is the hiring authority and in consultation with the department chair, will agree on recommendation(s) for hire.

B. **Instructional Academic Staff:** Hiring policy and procedures are found on [HR's recruitment webpage](#) (same for IAS & NIAS). A national search is typically conducted for Redbook positions. The CST 110 BCD will serve on this committee, along with faculty and Redbook IAS members. The committee will designate a chair and a recorder. Committee meetings must abide by the guideline for UWL open meeting requirements.

C. **Pool Search:** Hiring policy and procedures are found on [HR's recruitment webpage](#). The CST 110 BCD and department chair handle all steps of hiring IAS members from the pool.

D. **Academic Staff** (if applicable; same for instructional and non-instructional): Hiring policy and procedures are found on [HR's recruitment webpage](#). Not applicable in CST.

## **X. Student Rights and Obligations     M/S/P 04/16/2025**

### **A. Student Course- and Faculty-Related Concerns, Complaints, and Grievances**

#### **1. Informal Complaints**

If a student has a concern or a complaint about a faculty member or course, the general process for making informal complaints is outlined in steps 1-3 below. Students are welcome to bring a friend or a UWL staff member with them during the following steps. Students who report concerns/complaints/grievances, whether informally or formally, will be protected from retaliation and have the right to expect an investigation and the option to have regular updates on the investigation:

- a. The student should speak directly to the instructor.
- b. If the student is uncomfortable speaking with the instructor, or they are unsatisfied with the solution, they should go to the chair of the faculty member's home department.
- c. If the student is uncomfortable speaking with the department chair, or the chair is the faculty member in question or the partner or family member of the chair, the student should speak with their college dean.

Depending on the specifics of the student's concern, it may be helpful for them to reach out to additional offices:

- a. Complaints/concerns/grievances about grades, teaching performance, course requirements, course content, incivility, or professional ethics should follow the process outlined above. Students may also wish to seek support from the Student Life office.
- b. Complaints/concerns/grievances related to hate/bias and discrimination may follow the process outlined above, and in addition or instead students may contact the Center for Civil Dialogue & Civic Engagement and/or submit an incident report.
- c. Complaints/concerns/grievances related to sexual misconduct may begin with the process outlined above but will need to also involve the Office of Title IX and Compliance and/or the Title IX Team. Students should know that faculty members are mandatory reporters of sexual misconduct, but that confidential resources are available to them.

#### **2. Formal Complaints**

If the student is unsatisfied with the solution of their informal complaint, they have the right to file a formal institutional complaint with the Student Life office, as described in the [Student Handbook](#).

#### **3. Grade Appeal Policy and Procedure Policy (approved 10/3/2024 by Faculty Senate)**

Enrolled students are afforded an opportunity to seek redress of perceived grievances concerning the assignment of final course grades by instructors. Grievances only will be considered for final course grades and must involve one or more of the following factors.

- a. An error was made in grade computation.
- b. The grade was based on factors contrary to those stated in the course syllabus or a reasonable interpretation of it.
- c. The grade includes a penalty for actions involving the freedom of written or spoken classroom expression.

- d. The grade involved a breach of federal or state constitutional protections, laws, Universities of Wisconsin or UW-La Crosse policies.

### **Preliminary Procedures**

- a. The student must attempt an informal resolution of the problem with the instructor no later than the 10th working day of the next regular semester (Fall/Spring). The instructor may require a written request from the student.
- b. If the informal process with the instructor does not resolve the problem, the student should communicate, using their UWL email, with the Department Chair within five working days. The Chair may either attempt informal resolution of the problem or inform the student in writing of formal grievance policies within five working days. Communications from this point forward should use all parties' UWL email accounts.

### **Formal Procedures**

- a. Chair Procedures
  - i. If the chair decides an informal resolution is inappropriate or unattainable, they should inform the student within five working days the student may request a formal review of the matter by the Department Grade Appeals Committee. This request must be received by the Chair within five working days of the notification of the failure of the attempt at mediation. The student's petition must be in writing and include the nature of the grievance and its basis from the four factors listed in the "Policy" section above, a brief description of the attempt at informal resolution, the desired outcome the student wishes, and all supporting evidence. The chair will, within five working days, arrange for the engagement of the committee to hear the student's appeal.
  - ii. At the same time, the chair will acknowledge the student's petition and inform the course instructor. If the instructor, upon seeing the petition, wishes to respond, this must be done within five working days.
  - iii. Upon receipt of the student's petition and the potential response from the instructor, the Chair will convene the committee within five working days and deliver all written documents concerning the case, including a written account of the Chair's attempt at mediation, if applicable.
- b. Grade Appeals Committee
  - i. The department chair will convene an ad-hoc committee consisting of three departmental members, not including the chair, the instructor, or if relevant, the instructor's partner. The committee can include a Redbook IAS member.
  - ii. The committee will review the materials presented, including the student petition and other evidence provided by the instructor or Chair. It may ask for clarifying information from either the student or the instructor via written inquiry and may call for an oral presentation from either. Each person will be given an opportunity to respond if further evidence is presented to the committee.
  - iii. Following review and consideration of the evidence, the committee will render a formal recommendation and communicate that recommendation to the Chair and the instructor within ten days of the committee's first meeting. The report will include the

committee's findings of fact, its recommendation, and its rationale for the recommendation.

- iv. Unless they are no longer a UWL instructor, the course instructor retains the right to accept or reject the recommendations of the Department Grade Appeals Committee. If the instructor is no longer a UWL instructor, the Chair (or their designee) will assume the instructor's role. The instructor's decision at the end of this process will be considered final with no further appeal possible.

c. Further Action

- i. Grievances related to course grades cannot be appealed except through the instructor and the department procedures described above. The assignment of final course grades involves the professional judgment of qualified instructors in a particular field of study. Administrative officers at the College or University level are assumed to not have relevant academic expertise and bear no responsibility for the determination of course grades.
- ii. If the student believes the grade appeal process, stated in the by-laws, was not appropriately followed they can pursue a grievance through the Office of Student Life. However, an appeal to the Office of Student Life cannot involve the department or instructor's decision on the grade.

**Conditions**

- a. At all review levels the burden of proof is the student's responsibility.
- b. The term "working days" refers to days when classes are scheduled.
- c. Grievance petitions must be individually filed.

**B. Expectations, Responsibilities, and Academic Misconduct**

Faculty and staff are expected to report academic misconduct per Chapter 14 of the UW System code. The Office of Student Life provides guidance and assistance. Academic and nonacademic misconduct policies are referenced in the [Student Handbook](#).

**C. Advising Policy (if applicable)**

N/A

**XI. Other**

**A. Supplemental Teaching Policy M/S/P 9/25/2024**

Supplemental teaching includes summer sessions and winter session affiliated with an academic year (example: AY 2024-2025 includes Winter 2024 and all 2025 Summer sessions). Each department member eligible for supplemental teaching in a given year may propose one winter term section (faculty only) and one summer term section per academic year, and may teach one section per academic year. In rare circumstances of insufficient department member interest to teach needed supplemental offerings, a department member may be permitted to teach more than one section. Whether a supplemental offering is appropriate based on student demand will be determined by the Curriculum Committee in consultation with the department chair.

## **1. Supplemental Teaching Priority List**

- a. Supplemental Teaching Priority Lists (STPL) will be used to determine who is eligible to offer a winter/summer session course. One STPL will track faculty eligibility, another will track Redbooked IAS eligibility for CST 110 teaching. These lists will be shared with all department members at the beginning of each fall semester. The lists will rotate, ensuring that all tenured/tenure-track faculty and Redbooked IAS have an equal opportunity to offer a supplemental course. With the possible exception of CST 110, only one section of a class may be offered during a supplemental session to ensure no direct competition for that course. If a course fails to enroll enough students, the department member does not get to take a different course and they rotate to the bottom of the list.
- b. Department members who offer a course will be moved to the bottom of their list. Members who do not apply, are not eligible, or are not awarded a supplemental teaching opportunity will remain in their spot on the rotating list.

## **2. Chair, Retirement, and New Faculty Preference**

- a. The department will automatically allocate one supplemental teaching offering per AY for the chair of the department. This can be either a winter or summer offering at the chair's discretion.
- b. Tenured faculty members who have declared retirement will remain at the top of the STPL in the three years prior to their retirement. Although formal retirement notice is not typically required three years out, the faculty member who wishes to benefit from this policy should notify the chair with the intended year of retirement, who in turn will informally notify the dean. If a faculty member who declares retirement does not retire in that three-year period, the years of preference end after the third year and that faculty member's name will return to the regular rotation.
- c. New faculty will be placed at the top of the faculty STPL, giving them preference to offer a winter/summer session course in their first year. The list will then continue to rotate as usual. All new faculty members are required to take the UWL Online Instructor Training prior to the start of their first supplemental class.
- d. New Redbooked IAS will be placed at the bottom of the IAS STPL, and the list will continue to rotate as usual. All new Redbooked IAS are required to take the UWL Online Instructor Training prior to the start of their first supplemental class.
- e. Each year, the remaining supplemental offerings—after initial preference has been given to the chair, retiring faculty, and new hires—will be filled according to STPL rotation.

## **3. Request to Teach**

- a. During the first week of the academic year, the associate department chair will ask department members to make a written request for supplemental teaching during the forthcoming winter term using a provided Supplemental Teaching Request form. Upon receipt of all requests, the Curriculum Committee will meet to determine course offerings for the winter session. Winter teaching will be determined at the first Curriculum Committee meeting of the fall semester.

- b. Upon completion of a draft spring schedule, the associate department chair will ask department members to make a written request for supplemental teaching during the forthcoming summer term using a provided Supplemental Teaching Request form. The Curriculum Committee will meet to determine course offerings for summer in consideration of courses offered in spring and predictions for the following fall. The summer course offerings are due and visible to students in January.

#### **4. Allocations**

- a. Each academic year, the Curriculum Committee will recommend how many winter and summer term offerings to allocate, depending on student demand. Demand will be determined based on enrollment trends and institutional data.
- b. Special session courses offered as part of a UWL Study Abroad program are not counted within the course offerings described above. Department members participating in one of these programs may not request typical special session teaching during that AY, but they will maintain their position on the rotating STPL. In rare circumstances of insufficient department member interest to teach needed supplemental offerings, a department member may be permitted to teach both abroad and during typical special session teaching in a single AY.
- c. With the exception of CST 110, course offerings will be reserved for tenured and tenure-track faculty.

#### **5. Course Offerings**

- a. Eligible faculty members should provide multiple options for possible special session course offerings on the Supplemental Teaching Request form, so the Curriculum Committee is able to recommend an overall slate of courses that will meet student need. When determining courses to be offered during special sessions, the need to offer CST 301 for students hoping to complete 498 and 499 the following academic year will be prioritized if present. If necessary, the Curriculum Committee may ask an eligible faculty member to teach a course other than one that was requested, to meet student need. In this circumstance, if the faculty member would rather not teach than teach one of the courses the committee deems needed, they would retain their position on the STPL.
- b. One or more sections of CST 110 will be offered each Summer. Redbooked IAS members will be given priority to teach these sections. If insufficient interest exists among eligible IAS members, eligible faculty may teach CST 110.

#### **6. Electing Not to Request Special Session Teaching**

- a. All individuals who are eligible to offer a special session course according to the policies and bylaws of the university may request for special session teaching.
- b. If a faculty member elects not to request special session teaching (or rescinds a request before that request has been granted), that individual will retain their spot on the STPL without cycling to the bottom.

## **7. Discretion of the CST Curriculum Committee**

- a. Exceptional circumstances related to determining special session assignment will be handled by the CST Curriculum Committee, in conversation with the department chair, within the spirit of fairness and equity intended by this policy. This includes possible reassignment of any awarded sessions that can no longer be taught due to an exceptional circumstance.

## **B. Requests for Readmission after Dismissal from the UWL Cybersecurity Graduate Program** **M/S/P 5/01/2024**

1. As stated in the graduate catalog policy on readmission to a program after dismissal, a student who has been dismissed from their graduate program may request readmission. According to the graduate catalog, the request should be stated in a formal letter addressed to the program director, outlining the rationale for the request and plans for improved performance.
2. The UWL Cybersecurity Graduate Program Academic Director (AD) will review the student's request for readmission.
3. If the UWL AD approves the request for readmission, they will inform the student via email, and communicate with their college's academic services director to request that the student be readmitted. The ASD will provide the student with official notice of their readmission, with reference to the graduate probation and retention standards as appropriate.
4. If the UWL Cybersecurity AD does not approve the request for readmission, they will reach out to two other UWL graduate program directors, or one UWL graduate program director and one faculty member from the Department of Communication Studies. The two other individuals will review the student's record and request for readmission. If at least one of those individuals agrees with the decision not to re-admit (i.e., at least two out of three reviewers recommend the student not be readmitted), the UWL Cybersecurity AD will inform the student of the denial of their request for readmission in a formal letter. This letter will be emailed to the student with a CC to the college ASD.
5. The UWL Cybersecurity AD will retain records documenting the review of the student's request for readmission, so they are available should the student request a due-process appeal to the Graduate Council, as described in the [appeals](#) process for graduate students not re-admitted by graduate programs.



## **XII. Appendices**

### **Appendix A: Department Statement on Scholarship**

**M/S/P 5/7/2025**

The Department of Communication Studies supports a broad definition of scholarship that emphasizes keeping current in the discipline while incorporating new knowledge into effective teaching. It is assumed that Communication Studies faculty members will engage in scholarship and creative endeavors that are peer-reviewed and that they share the products of their scholarship with colleagues and peers. As substantiated by our parent organization, scholarship, research and creative productivity includes original research, best practices, practical application, books, book chapters, and creative productions, including media productions. The department values both single and co-authored scholarship, and collaborative research is encouraged.

The Department of Communication Studies will use the following criteria:

**Teaching:** The department expects each faculty member to teach courses in their areas of expertise (or to engage in activities deemed teaching); to rotate into CST 110 as schedule allows; to contribute to the CST research core as appropriate. IAS members are expected to teach in CST 110 and/or in other courses as appropriate.

The expected teaching load is the equivalent of 12 semester-hours. Faculty may be granted teaching reassignment for a variety of reasons, including a departmental research designation and/or a leadership position within the department or university. The reassignment should be reflected in the Digital Measures merit report.

Faculty and IAS members shall:

- ensure work is appropriate to rank according to department expectations develop syllabus that includes course objectives, clearly stated expectations and policies, a weekly or daily schedule, appropriate readings and other activities for each course
- include content in course that is current and relevant
- develop acceptable and fair methods of evaluation for each course
- meet with their students as scheduled for classes or make provisions for acceptable alternative activities
- maintain a regular presence on campus, which includes office hours and ensuring the ADA and students are aware of any changes to office hours and absence from campus
- keep up with current curriculum requirements and participate in advising students
- make time available for advisees for in-person and/or synchronous, virtual meetings and encourage all advisees to have regular advising meetings each semester.

Performance in this area may be deemed “Does Not Meet Expectations” if none of the above (or similar) activities occur at a satisfactory level, unless circumstances have led to an agreement between the department chair and the faculty member that teaching and/or advising activities be reduced (e.g., a faculty member holding a reduced load or reassignment time). A faculty member should have no formal complaints by students concerning academic performance or conduct. Complaints shared with the department chair and/or Personnel Committee that are ongoing and thematic may become part of the Merit Committee’s decision as deemed appropriate by the department chair and Personnel Committee members.

**Scholarship:** The department expects each faculty member to engage in scholarly activities that:

- are appropriate according to rank and as presented in department expectations
- maintain the quality of the faculty member’s teaching activities
- keep up with the fields of study represented by their teaching assignments
- keep up with knowledge of what constitutes effective teaching in the discipline

- develop new areas of knowledge germane to their discipline and that may be reflected in new teaching assignments
- lead to professional presentations and publications.

Performance in this area may be deemed “Does Not Meet Expectations” if none of the above (or similar) activities occur at a satisfactory level, unless circumstances have led to an agreement between the department and the faculty member that scholarly activities be reduced (e.g., a faculty member having significant service responsibilities or an unusual teaching load).

***Service:*** The department expects faculty to volunteer for and serve on committees that contribute to the success of the department and university in fulfilling their missions. The department expects faculty to:

- engage in service as appropriate according to rank and as presented in department expectations
- regularly attend and participate as an active member in department and committee meetings
- For faculty, attend at least one UWL graduation ceremony per year
- For faculty, maintain professional affiliations outside the University.

Performance in this area may be deemed “Does Not Meet Expectations” if none of the above (or similar) activities occur at a satisfactory level, unless circumstances have led to an agreement between the department and the faculty member that service activities be reduced (e.g., a faculty member holding a significant research grant or an unusual teaching load).

## Appendix C: Classroom Observation Form

Instructor Name \_\_\_\_\_

Observer Name \_\_\_\_\_

Date of Observation \_\_\_\_\_

Topic of Class \_\_\_\_\_

### Y N NA Instructor Organization

- ☐☐☐ The instructor establishes the class period's agenda at the start of class.
- ☐☐☐ The instructor summarizes periodically and at the end of class.
- ☐☐☐ The instructor was able to complete the topics scheduled for the class.
- ☐☐☐ More than one form of instruction is used (e.g., lectures, activities, discussions).

Notes:

### Y N NA Lecture Quality

- ☐☐☐ The instructor's statements are accurate according to the standards of the course.
- ☐☐☐ The instructor communicates the definitions and reasoning behind concepts.
- ☐☐☐ The instructor's examples are relevant and clear.
- ☐☐☐ The instructor includes culturally nuanced and diverse examples and stories to illustrate topics.
- ☐☐☐ The instructor encourages student responses to lecture questions.
- ☐☐☐ The instructor demonstrates active listening techniques.

Notes:

### Y N NA Presentation Skills

- ☐☐☐ The instructor speaks at a pace that allows students to take notes.
- ☐☐☐ The instructor uses notes (on whiteboard or screen) that facilitate notetaking, comprehension.
- ☐☐☐ The instructor uses means other than notes to help students stay on track during lecture.

Notes:

### Y N NA Activities/Discussion Quality

- ☐☐☐ The instructor explains the purpose of the activity for the class period's topic.
- ☐☐☐ The instructor provides explicit directions for active learning tasks.
- ☐☐☐ The instructor allows enough time to complete active learning tasks.
- ☐☐☐ The instructor debriefs the activity/discussion with students at its completion.

Notes:

### Y N NA Rapport with Students

- ☐☐☐ The instructor addresses students by name.
- ☐☐☐ The instructor encourages student feedback at given intervals via questions or discussion points.
- ☐☐☐ The instructor uses positive reinforcement for those who engage.
- ☐☐☐ The instructor incorporates student ideas into the class.

Notes:

## Appendix D: Basic Course Director Evaluation Survey

CST Colleagues:

Thank you for your feedback regarding the work of the Basic Course Director (BCD) for the Department of Communication Studies. The CST BCD serves the CST Department and UW-La Crosse's General Education program, and this review is intended to help assess and inform the BCD in meeting the needs of our department, faculty, and staff.

You will be asked to complete 17 Likert-type questions that ask about course management, leadership, and communication. In addition, there will be three open-ended questions. Your thoughtful feedback is appreciated, especially as you complete/explain your responses through the open-ended items.

The Department Chair will facilitate the survey and summarize the main themes in the comments to share with the BCD. The numerical results and themes (not your actual written feedback) will be shared with the Basic Course Director. This evaluation will also aid the chair in writing BCD review letters.

Please identify your position in the CST Department:

- ☐ Faculty  
☐ Teaching Professor/Lecturer

The following items will use this scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1. The BCD effectively guides CST 110 curriculum development.
2. The BCD conducts effective meetings.
3. The BCD is available/accessible to CST 110 instructors.
4. The BCD responds to CST 110-related challenges, inquiries, and/or problems in a timely manner.
5. The BCD effectively explains expectations for teaching CST 110.
6. The BCD encourages access and belonging in the CST 110 curriculum.
7. The BCD effectively addresses conflicts as they occur related to CST 110.
8. The BCD facilitates communication amongst CST 110 instructors.
9. The BCD incorporates the opinions of department members before making CST 110 decisions.

10. The BCD uses written communication effectively.
11. The BCD uses oral communication effectively.
12. The BCD distributes information related to CST 110 in a timely manner.
13. The BCD encourages professional development of CST 110 instructors through their attendance of conferences, workshops, and/or presentation opportunities.
14. The BCD addresses classroom concerns of individual CST 110 instructors.
15. The BCD engages in effective feedback with instructors based on classroom observation.
16. The BCD encourages excellence in teaching in CST 110.
17. Overall, the Basic Course Director has provided strong leadership for CST 110.
18. What are the Basic Course Director's particular strengths and/or areas of effectiveness?
19. What are the Basic Course Director's particular weaknesses and/or areas for improvement?