

SUL ROSS STATE UNIVERSITY

A Member of the Texas State University System

Administrative Structure APM 1.06 (Revised 3/2012)

A. Officers of Central Administration

The officers of central administration at Sul Ross State University include the President of the University, the Provost and Vice President for Academic and Student Affairs, the Vice President for Finance and Operations, the Vice President for Enrollment Management, the Associate Provost and Dean of Rio Grande College and the Chief Information Officer. Each executive level staff oversees a major area of responsibility and reports directly to the President. The responsibility for the daily operation of the Internal Audit department is assigned to the President.

The officers of central administration comprise the Executive Cabinet of the University which is presided over by the President, or in his absence, the Provost and Vice President for Academic and Student Affairs. The purpose of the Executive Cabinet is to study, review, and make recommendations on matters referred to the Cabinet by the President; to consider matters brought to the Cabinet by members; to consider university-wide issues and make recommendations to the President; to disseminate information on University activities; and to coordinate university-wide activities and policies.

1. President of the University - is directly responsible to the Board of Regents, Texas State University System, by whom he is employed. He is charged with the responsibility of developing and maintaining efficiency and excellence within the University. All administrative channels--academic, student, and fiscal--are ultimately responsible to the President who accepts responsibility for all facets of the University's operations. The President speaks for the University in its relations with the Texas Higher Education Coordinating Board, with members of the State Legislature, and with the Governor and the Governor's staff. Six administrative officers report directly to the President: the Vice President for Academic and Student Affairs, the Vice President for Finance and Operations, the Vice President for Enrollment Management, Chief Information Officer, Associate Provost and Dean of Rio Grande College, and the Director of Audits and Analysis. In addition to the above named administrators, the President also oversees the following special reports:
 - a. Associate Vice President for Advancement and University Relations – is responsible for all advancement efforts for all components of the University; planning and management of key

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- aspects of the University's resource development and fund-raising program; annual and capital campaign fund-raising efforts; planned and major gift cultivation and solicitation programs; preparation of solicitation proposals for major gifts and grants; and works with University staff, alumni, community leaders, and foundations/corporations.
- b. Director of Athletics - is generally responsible for all University athletic programs except rodeo. All competitive sports, with the exception of rodeo which reports to the Dean of Agricultural and Natural Resource Sciences, come under the Director of Athletics' supervision and the coaches of the individual sports report to the Director on all issues related to intercollegiate athletics.
 - c. Assistant to the President – is generally responsible for the management of the President's office. The Assistant serves as a liaison and coordinator for the President and the Executive Management Team, Board of Regents, and other VIPs.
2. Provost and Vice President for Academic and Student Affairs - is the chief academic officer of the University and is directly responsible to the President for all matters pertaining to the academic programs of the University. The Provost is directly responsible to the President for all matters pertaining to student programs. The Provost and Vice President for Academic and Student Affairs oversees two divisions: the Academic Affairs Division and the Student Affairs Division. Academic Affairs Division: Recommendations from the academic deans, the Dean of Library and Information Technologies and the Dean of the Rio Grande College concerning curriculum and academic policy proceed to the Provost and Vice President for Academic and Student Affairs and then to the President. The Provost and Vice President for Academic and Student Affairs is responsible for the general supervision of faculty recruiting, faculty hiring policies, tenure considerations and promotions, faculty salary administration, academic program development, curriculum review, organized and sponsored research and programs, graduate studies, learning resources, the Wildenthal Memorial Library, Center for Big Bend Studies and the Museum of the Big Bend. Student Affairs Division: Recommendations from the Dean of Student Life regarding student concerns flow through the Provost and Vice President for Academic and Student Affairs to the President. The Provost and Vice President for Academic and Student Affairs is also responsible for office of Institutional Research/Effectiveness.

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In most cases, faculty members report to Department Chairs who report to Deans, who report to the Provost and Vice President for Academic and Student Affairs. The faculty of the Rio Grande College report to the Associate Provost Dean of the College, who reports jointly to the President and Provost.

- a. Deans of Schools and Rio Grande College - the Deans of the three undergraduate/graduate schools and the Rio Grande College are administrative heads of their academic units and report to the President through the Provost and Vice President for Academic and Student Affairs. Each Dean has responsibility for preparing the budget for departments in his/her administrative area, the expenditure of funds budgeted for the operation of his/her administrative area, and of ensuring that such expenditures within each department or program area are made in accordance with University policy. Deans approve degree plans for students majoring in programs assigned to the unit and certify the fulfillment of student degree requirements. With the advice of the academic department heads, Deans are responsible in their administrative area for the evaluation, revision, or modification of academic programs and curriculum; for the administration of University rules and regulations; for the evaluation of personnel; for recommendations on the appointment, salary increments, promotion, tenure, and termination of faculty; and the coordination and supervision of graduate programs, including the graduate curriculum, degree requirements, admissions, and advisement.
- b. Department Chairs are appointed annually by the President of the University with a recommendation from the Provost. Each Chair reports to the Provost and Vice President for Academic and Student Affairs through the Dean. The Chair is responsible for the implementation and administration of University policy and for the completion of degree plans for students majoring in the department. The Chair must articulate constructive departmental aspirations and standards, and is responsible for maintaining communication, cooperation, and rapport within the faculty and administration. The Chair represents his/her faculty to the appropriate academic Dean, provides reviews and evaluations of the accomplishments of his/her faculty, and submits recommendations through administrative channels addressing appointment, continuing employment, promotion, salary, and

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tenure of faculty personnel within his/her department. The Chair is responsible for verifying those faculties meet accreditation requirements for teaching in an assigned program. Further, the Chair is responsible for ensuring compliance with affirmative action and equal employment opportunity policies and guidelines.

- c. Dean of Library and Information Technologies is responsible for the administration, operation, and effective use of the Wildenthal Memorial Library, audiovisual services and the Archives of the Big Bend.
- d. Dean of Student Life is responsible for the Career/Life Advising Center, Counseling Center, Health Services, Recreational Sports Center, Coordinator of Campus Activities, the Student Handbook, the student judicial system including the Student Government Association, and student conduct. The Dean has responsibility for the Freshman Leadership Program, for providing direction to programs that will foster a sense of community and shared values among students in the University, and developing a climate that enhances the student life contribution to the educational mission of the University. The Dean is also designated as the Title IX Coordinator for the University. The Dean is the chief student life officer and makes recommendations regarding student concerns flow through the Provost and Vice President for Academic and Student Affairs to the President.
- e. Director of the Center for Big Bend Studies reports to the Provost and Vice President for Academic and Student Affairs and has responsibility for the operations of the Center for Big Bend Studies. The Center for Big Bend Studies conducts research, interprets research results, and disseminates knowledge concerning past and present cultures in the Trans-Pecos region and adjoining borderlands.
- f. Director of the Museum of the Big Bend reports to the Provost and Vice President for Academic and Student Affairs and has responsibility for the operations of the Museum of the Big Bend. The Museum of the Big Bend has been collecting and exhibiting artifacts of the vast Big Bend region since the Museum's inception in the 1930's. The Museum of the Big Bend's goal is to capture human history that reflects contributions of the Native Americans,

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the Spanish, the Mexicans and the Anglo-Americans that have shaped the history and heritage of the region.

- g. Director of Institutional Research and Effectiveness reports to the Provost and Vice President for Academic and Student Affairs and has the responsibility for the collection, analysis, reporting, and maintenance of institutional information needed by institutional leadership.
 - h. Director of Sponsored Programs coordinates all grant activity university-wide with the goal of increasing external support for the University. The Director provides assistance to faculty and administrators in identifying, developing, obtaining and monitoring grants as well as reporting for grants.
3. Vice President for Finance and Operations - is the chief fiscal officer of the University. Responsibilities of this office include: developing and maintaining basic financial accounting and record systems, developing and maintaining a fiscal management information system for use as historical data and projections, submitting financial status reports to the President, preparing the annual budget, managing funds belonging to the University, and developing sound business management policies and practices. The Vice President reports directly to the President. Operational units reporting to the Vice President are the Associate Vice president for Facilities, Planning, Construction and Operations, Controller, Human Resources, Purchasing, Budgeting/Investments, and Contracted Services.
- a. Associate Vice President of Facilities, Planning, Construction, and Operations – is responsible for planning, developing, constructing, and maintaining all physical facilities of the University. The AVP oversees all phases of new construction and major renovation projects, as well as physical plan operations; prepares budget request for the maintenance and operation of the University facilities.
 - b. Director of Accounting Services - supervises the disbursements, investments, accounting, collection, and property and inventory functions of the University; assists the Vice President for Finance and Operations with special projects; assists departments with matters regarding budgets, fund balances, computer printouts, expenditures, and payment of vouchers.

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- c. Director of Human Resources - is responsible for wage and salary administration, payroll, employment, employee relations, equal employment opportunity and affirmative action matters, employee development, employee benefits, and personnel records.
- j. Director of Purchasing - reports to the Vice President for Finance and Operations and is responsible for all purchases, with the exception of library book purchases, resale purchases, and negotiated service contracts such as architect and engineering service contracts.
- k. Director of Business Services at Rio Grande College – dual reports to the Vice President for Finance and Operations and Associate Provost and Dean of Rio Grande College. The Director manages the cashiering function of the Rio Grande College, collects all fees, and generally supervises the accounts of the Rio Grande College, maintains the personnel records of the Rio Grande College, prepares purchase requisitions and certifies receipt of goods for payment from Rio Grande College funds, approves all vouchers for expenditures of Rio Grande College funds, prepares all reports regarding operation of the finances of the Rio Grande College, assists in the preparation of the legislative appropriation requests, maintains relationships with Southwest Texas Junior College, San Felipe Del Rio I.S.D., and Eagle Pass I.S.D. in the leasing of facilities for use by the Rio Grande College.
- g. Budgeting/Investments - under the present University administrative organization, the Vice President for Finance and Operations performs all duties in the functional areas of overseeing budgeting and investments.
- h. Budget Specialist – reports to the Vice President for Finance and Operations and is responsible for developing and maintaining a fiscal management information system for use as historical data and projections, submitting financial status reports and assisting the Vice President in preparing, monitoring and maintaining the annual budget.
- i. Public Safety Director – is responsible for the management and supervision of Campus Security, Parking Facilities, and Key service. Serves as the University Safety Director, risk manager,

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- serves as liaison with local, state, and national law enforcement. Reports to the Vice President for Finance and Operations.
- j. Director of the Early Childhood Development Center - oversees a safe, nurturing and educational environment to care for the children of students and employees. Reports to the Vice President for Finance and Operations.
 - k. Contracted Services – under the present University administrative organization, the Vice President for Finance and Operations performs all duties in the functional areas of overseeing vendor contracted services, excluding management of Information Technology Services.
4. Vice President for Enrollment Management - is directly responsible to the President for all matters pertaining to Enrollment Management including Admissions, Recruiting, Financial Assistance, and Grants.
- a. Executive Director for Enrollment Services and Director of Financial Aid – Manages the Center for Enrollment Services responsible for functionality of recruiting, admissions and financial aid staff for both Alpine and RGC Campuses. Administers scholarships, loan and grant programs, Work Study programs, and student employment. These programs are administered within the framework of federal, state, and University guidelines.
 - b. Director of the Admissions/Registrar – provides leadership, vision and management of services provided by the Admissions and Registrar’s Office while being accountable for stewardship and best practices for maintenance of academic records at the University. Reports to the Executive Director for Enrollment Services.
 - c. Director of Residential Living - reports to the Vice President of Enrollment Management and will develop effective housing policies and residence hall programming by preparing the ***Residence Hall Handbook***, as well as training and reference manuals for residential staff. The Director will work with faculty and staff to ensure a positive educational environment in residence hall life that will foster a sense of community and shared values among students in the University.

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- d. Grant Directors - report to the Vice President of Enrollment Management as grant administrators. The Directors will design and maintain effective academic systems for participating students, will work closely with the faculty and staff to ensure effective advising of students through advising and mentor programs if applicable, will be responsible for new participant orientation, and identify eligible participants and will oversee the student selection process in their respective grant programs.
5. The Associate Provost and Dean of Rio Grande College - is the chief administrative officer of the SRSU Rio Grande College, located in Del Rio, Eagle Pass and Uvalde, and is directly responsible for the administrative management of the Rio Grande College. The AP/Dean of the Rio Grande College dual reports directly to the Provost and the President. In the role as Dean, the AP/Dean serves as the chief academic officer of Rio Grande College, is responsible
- a. The Rio Grande College has four departments, each headed by a chair, responsible to the Dean for the implementation of courses, faculty, and programs within that area. The Dean is responsible for the maintenance of the course inventory of the Rio Grande College in cooperation with the Provost and Vice President for Academic Affairs Student Affairs and the responsible officer of the Coordinating Board staff.
 - b. Director of Admissions, Records, and Student Services – Oversees recruiting and programs to provide students with tools and skill-building resources they need to achieve academic success. Also designs and implements student development and leadership programs, advises student government organizations, manages student service budgets, coordinates student service fee allocation process, provides input into all SRSU Rio Grande College’s policies and procedures that impact students, serves as Title IX and American Disabilities Act Coordinator and as hearing officer for sexual harassment and other grievances. Manages the admission files for students, tracking admissions, insuring that students meet appropriate criteria, establishes registration procedures and conducts the registration of students, reports on enrollment at Rio Grande College, maintains the official records of students in coordination with the Registrar, maintains and manages the curriculum inventory of Rio Grande College to include communication with appropriate officials of the Texas Higher

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Education Coordinating Board on the inventory. The Director of Admissions and Records and Student Services reports to the Associate Provost/Dean for Rio Grande College.

- c. Director of Business Services- Manages the Cashiering, Human Resources, Purchasing, Receiving, Fleet Management, Inventory Control, Facilities Use, Work Order, Travel Processing and PAN Proctoring, of Rio Grande College. Ensures the collection of all fees, and generally supervises the accounts of Rio Grande College. Assists in the preparation of the legislative appropriation requests, maintains relationships with Southwest Texas Junior College, San Felipe Del Rio I.S.D., and Eagle Pass I.S.D. The Director of Business Services reports jointly to the Associate Provost/Dean for Rio Grande College and the Vice President of Finance and Operations.
- d. Assistant Director of Financial Aid - Manages the financial aid files for students and ensures that students meet appropriate criteria, reviews financial aid applications and package awards for eligible students, assists with registration procedures, maintains official records, processes professional judgments, probation, suspension and appeal cases, coordinates student aid consortium agreement with Southwest Texas Junior College, administers short term loan program, monitors and distributes financial aid grant budget to all three campuses. The Assistant Director of Financial Aid reports jointly to the Associate Provost/Dean for Rio Grande College and to the Director of Financial Aid.
- e. Director of the Minority and Small Business Development Center - assists existing and prospective business owners to start or grow a business by offering a wide variety of training, providing one-on-one consulting, conducting economic development related market research, and providing technical assistance. The SBDC also offers expertise in international trade and specialty programs for small business owners in the nine-county Middle Rio Grande region. Reports to the Associate Provost/Dean for Rio Grande College.
- f. Director of Media and Public Relations - is responsible for planning and coordinating the collection and dissemination of news and feature material concerning the Rio Grande College, producing publications and other marketing tools that promote and provide increased visibility for the Rio Grande College. Reports to the Associate Provost/Dean of the Rio Grande College.

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6. Chief Information Officer - reports to the President and is responsible for the operation of administrative computer services and for providing support to administrative and academic computer operations, administration of the Academic Computer Resources Center, the campus-wide network, and the official web pages for the University. Also coordinates seminars and workshops providing technology training and assists in the administration of the Internet access system.

- a. Information Security Officer -

- b. Director of Application Services –

- c. Director of Infrastructure Services -

- d. Director for Rio Grande College –

7. Other Administrative Positions

- a. Director of Audits and Analysis - reports directly to the Finance Committee of the Board of Regents. The responsibility for the daily operations of the Internal Audit department is assigned to the President. The Director of Audits and Analysis is responsible for the scheduling and conducting of all internal audits as assigned by the Finance Committee and the President, and shall comply with the ***Rules and Regulations, Texas State University System*** and state law in the performance of the duties assigned. The Director of Audits and Analysis shall have full, free and unrestricted access to all University activities, records, property, and personnel.