

# SUL ROSS STATE UNIVERSITY

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## **SRSU Policy: Administrative Structure**

**SRSU Policy ID: APM 1.06**

**Policy Reviewed by: Executive Cabinet**

**Approval Authority: President of the University**

**Approval Date:**

**Next Review Date:**

### A. Officers of Central Administration

The officers of central administration at Sul Ross State University include the President of the University, the Executive Vice President and Provost, the Vice President for Finance and Operations, the Vice President for Enrollment Management, the Vice President for Rio Grande College, the Vice President for Student Affairs, the Vice President for Advancement, and the Athletics Director. Each executive level staff member oversees a major area of responsibility. 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/her absence, the Executive Vice President and Provost. 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 Chancellor and the Board of Regents, Texas State University System, by whom he/she is employed. He/she 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. Eight administrative officers report directly to the President: the Executive Vice President and Provost, the Vice President for Finance and Operations, the Vice President for Enrollment Management, the Vice President of Rio Grande College, the Vice President for Student Affairs, the Vice President for Advancement, the Athletics Director and the Director of Audits and Analysis. In addition to the above-named administrators, the President also oversees the following special reports:
  - A. Director of University Communications is generally responsible for planning, supervising, and coordinating the collection and dissemination of news and feature material at all campuses. The Director provides leadership and oversight for social media, Web Services, Media Services and the SRSU Print Shop; oversees content creation, reporting and budgeting for marketing materials and campaigns with input from the other officers; assists with media inquiries; provides assistance to the Office of the President as needed; and acts as the Public Information Coordinator.
  - B. Athletic Compliance Officer is generally responsible for assuring compliance with all NCAA policies and regulations within the Department of Intercollegiate Athletics.

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

- C. Director of Audits and Analysis reports directly to the Texas State University System Director of Audits & Analysis and coordinates priorities and work through the President. The responsibility for the daily operations of the Internal Audit department is assigned to the President. The TSUS Director of Audits and Analysis is responsible for the scheduling and conducting of all internal audits as assigned by the TSUS Board of Regents Finance and Audit Committee and the President and shall comply with the *Texas State University System Rules and Regulations*, and state law in the performance of the duties assigned. The TSUS Director of Audits and Analysis and the SRSU Director of Audits and Analysis shall have full, free, and unrestricted access to all University activities, records, property, and personnel.
2. Executive Vice President and Provost 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 EVP & Provost oversees the Academic Affairs Division. Recommendations from the academic deans concerning curriculum and academic policy proceed to the EVP & Provost and then to the President. The EVP & Provost 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, online programs, advising and tutoring services, learning resources, and the Wildenthal Memorial Library. The EVP & Provost is also responsible for the Office of Institutional Effectiveness and Research. In most cases, faculty members report to Department Chairs who report to Deans, who report to the EVP & Provost. Units and positions that report to the EVP & Provost are:
    - A. Associate Provost for Research and Development coordinates the activities of the Borderlands Research Institute, The Center for Big Bend Studies, the Upper Rio Grande Research Center and The Frontera STEM Initiative. The Associate Provost provides Centers and Institutes specific oversight of grant and private support activities as well as guidance on research efforts and related academic program development.
    - B. Dean for Research and Sponsored Programs coordinates all research and grant activity university-wide with the goal of increasing external support for the University. The Dean supervises and provides assistance to faculty and administrators in identifying, developing, obtaining, monitoring, and reporting for research projects and grants.
    - C. Assistant Vice President for Institutional Effectiveness coordinates all activity pertaining to institutional compliance with SACSCOC core requirements, comprehensive standards, and federal requirements for institutional accreditation, including supervision of the Quality Enhancement Program and the Strategic Plan.
      1. Director of Institutional Research reports to the Assistant Vice President for Institutional Effectiveness and has the responsibility for the collection, analysis, reporting, and maintenance of institutional information needed by institutional leadership.
      2. Faculty Liaison for Institutional Effectiveness specializes in working with all academic units of the university regarding institutional effectiveness requirements.
      3. Coordinator of Institutional Effectiveness specializes in working with all non-academic units of the university regarding institutional effectiveness requirements.
      4. Coordinators for Quality Enhancement Plan report to the Assistant Vice President for Institutional Effectiveness and oversee the planning and implementation of the QEP.

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

- D. Deans of Colleges - the Deans of the six undergraduate/graduate colleges are administrative heads of their academic units and report to the President through the Executive Vice President and Provost. Each Dean has responsibility for preparing the budget for departments in his/her administrative area, the management of funds budgeted for the operation of his/her administrative area, and of ensuring that 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 recommendation 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.
  - E. Department Chairs are appointed annually by the President of the University with a recommendation from the Executive Vice President and Provost. Department Chairs are appointed for a one-year term by the President of the University with a recommendation from the Executive Vice President and Provost. The President may, at his/her discretion, extend a Department Chair's term. Each Chair reports to the EVP & Provost through the respective 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 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 equal employment opportunity policies and guidelines.
  - F. Director of the Library is responsible for the administration, operation, and effective use of the Wildenthal Memorial Library, audiovisual services, and the Archives of the Big Bend.
  - G. Director of the Center for Big Bend Studies 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.
3. Vice President for Finance and Operations is the chief fiscal officer of the University. Responsibilities of this office include developing and maintaining required 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 Facilities Planning, Design, and Construction; Accounting Services; Human Resources, Purchasing; Budgeting/Investments; and Contracted Services.
- A. Chief Information Officer is responsible for the operation and support of administrative and academic information resources, including hardware, software, networks,

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

- technology-enriched labs, classes, and conference rooms, multi-media, websites (internet and intranet), the security and risk management of these information resources through the development of policies, procedures and practices of a security awareness program that protects the IR against unauthorized or accidental modification, destruction or disclosure, and the coordination of seminars and workshops to provide technology training to faculty, staff and students of the university.
- B. Director of Facilities Planning, Design, and Construction is responsible for planning, developing, and constructing all physical facilities of the University. The Director oversees all phases of new construction and major renovation projects; oversees the development of and compliance with the University Master Plan; maintains required facilities inventory data; oversees compliance with system construction policies; prepares budget requests for the operation of university facilities.
  - C. Director of Physical Plant is responsible for the management and supervision of all the activities of the Physical Plant Operations, which include facilities maintenance, operation, and construction.
  - D. Director of Accounting Services supervises the disbursements, investments, accounting, collection, financial reporting, risk management, 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.
  - E. Director of Human Resources is responsible for wage and salary administration, payroll, employment, employee relations, equal employment opportunity and employee development, employee benefits, and personnel records.
  - F. Director of Business Services at Rio Grande College dual reports to the Vice President for Finance and Operations and Vice President 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, and area school districts in the leasing of facilities for use by the Rio Grande College.
  - G. Budgeting/Investments - the Vice President for Finance and Operations performs and manages all duties in the functional areas of budgeting, treasury, and investments.
  - H. Budget and Banner Finance Coordinator 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, maintaining updates to the finance system and functioning as a liaison between end users and technical support, submitting financial status reports and assisting the Vice President in preparing, monitoring, and maintaining the annual budget.
  - I. Contracted Services – the Vice President for Finance and Operations performs all duties in the functional areas of overseeing vendor-contracted services.
4. Vice President for Enrollment Management is directly responsible to the President for all matters pertaining to Enrollment Management including Admissions, Recruiting, Financial Aid, Transfer Services and Dual Credit.
- A. Director of Enrollment Services and Technology provides leadership and oversight for the development, implementation, and management of activities and systems related to recruiting, admissions, access, enrollment records, orientation, and new student outreach.

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

- B. Director of Financial Aid manages the Financial Aid staff at Alpine, Eagle Pass, Del Rio, and Uvalde. Responsible for day-to-day operations of the Financial Aid staff. 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 2-year community/junior colleges, scholarships, loan and grant programs, monitors and distributes financial aid grant budget, Work Study programs. These programs are administered within the framework of federal, state, and University guidelines.
  - C. Dual Credit Coordinator develops strategies and manages dual credit programming for the University, specifically focused on providing core curriculum.
  - D. Assistant Director for Transfer Initiatives provides guidance and program planning for transfer services in the Trans-Pecos region. Co-located at the Midland College campus.
  - E. Registrar provides leadership, vision and management of services provided while being accountable for stewardship and best practices for maintenance of academic records at the University.
5. Vice President for Advancement – is responsible for all advancement efforts for all components of the University; planning and management of key 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.
- A. University Communications is generally responsible for planning, supervising, and coordinating the collection and dissemination of news and feature material at all campuses. The Director provides leadership and oversight for social media, Web Services, Media Services and the SRSU Print Shop; oversees content creation, reporting and budgeting for marketing materials and campaigns with input from the other officers; assists with media inquiries; provides assistance to the Office of the President as needed; and acts as the Public Information Coordinator.
  - B. Director of Alumni Relations works with the Alumni Association Board of Directors, and the members of the SRSU Alumni Association.
  - C. Development Director works directly with the Vice President for Advancement for private fund raising on behalf of the University.
  - D. Director of Museum is responsible for operations of the Museum of the Big Bend as a cultural and educational center for the University.
6. Vice President of Administrative Services and COO for 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 Vice President reports directly to the President.
- A. Assistant VP for Operations and Economic Development assists VPRGC with operational oversight of campus administrative activities and collaborates with 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.
  - B. RGC Project Director of Title V Grant/ Student Services oversees programs to provide students with tools and skill-building resources they need to achieve academic success. Provides direction to programs that will foster a sense of community and shared values

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

- among students in the University and develops a climate that enhances the student life contribution to the educational mission of the University. Leads and coordinates a “Culture of Care” climate for students, faculty and staff. 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 Campus policies and procedures that impact students. The Project Director of Title V Grant/ Student Services reports to the Vice President for Rio Grande College.
- C. RGC Director of Business Services has dual reporting responsibility to the VPFO and VPRGC. 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 Vice President for Rio Grande College and the Vice President of Finance and Operations.
7. Vice President for Student Affairs is responsible for supervision of Public Safety, Civic Engagement and Student Assistance, Food Pantry, Compliance Assessment, Career/Life Advising Center, Counseling Center, Health Services, Dean of Students, Recreational Sports Center, Director of the University Center, Campus Activities, Office of Multicultural Affairs, the Student Handbook, the student judicial system including the Student Government Association, and student conduct policies and procedures. The VP 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 VP is the chief student life officer and provides recommendations regarding student concerns directly to the President.
- A. Dean of Students is responsible for oversight of the grievance and disciplinary adjudication. The Dean also oversees the freshman Leadership Program and First Year Experience program.
- B. 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, serves as liaison with local, state, and national law enforcement.
- C. Director of Residential Living develops 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.
- D. Director of the Career/Life Advising Center is responsible for serving students and alumni in their career development. Provides testing services to students, faculty/staff, and community members.
- E. Director of the Counseling and Accessibility Center provides professional counseling services to students, faculty, and staff. Provides guidance on ADA accommodations to students.
- F. Director of Recreational Sports is responsible for the management and supervision of all programming and operation of the Recreation and Intramural Department.
- G. Director of the University Center/Campus Activities is responsible for the management and supervision of the University Center. Manages campus-wide facilities use.

# SUL ROSS STATE UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

8. Athletic Director is responsible for all University intercollegiate athletic programs, except rodeo and cheer. Supervises all the coaches for the respective men's and women's intercollegiate sports. Responsible for administrative oversight and preparing and supervising budgets for the Athletic Department. Responsible for working closely with the Compliance Officer to assure full compliance with all NCAA policies and requirements.

A. Athletic Compliance Officer has a dual reporting responsibility to the President and Athletic Directors generally responsible for assuring compliance with all NCAA policies and regulations within the Department of Intercollegiate Athletics.