

# SUL ROSS STATE UNIVERSITY

*A Member of the Texas State University System*

## **SRSU Policy: Administrative Structure**

**SRSU Policy ID: APM 1.06**

**Policy Reviewed by: Executive Cabinet**

**Approval Authority: President of the University**

**Approval Date: 5-1-2017**

**Next Review Date: 5-1-2022**

### 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 External Affairs, the Associate Vice President for University Services and Dean of Student Life, the Assistant Vice President for Institutional Effectiveness, the Chief Information Officer, and the Director of Administration. Each executive level staff 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. Nine 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 External Affairs, the Associate Vice President for University Services and Dean of Student Life, the Chief Information Officer, the Director of Administration, and the Director of Audits and Analysis. In addition to the above named administrators, the President also oversees the following special reports:
  - A. News and Information Director – is generally responsible for planning, supervising and coordinating the collection and dissemination of news and feature material. The Director is also responsible for the supervision and management of student publications.
  - B. Athletic Compliance Officer – is generally responsible for assuring compliance with all NCAA policies and regulations within the Department of Intercollegiate Athletics.
  - C. Director of Audits and Analysis – reports directly to the Texas State University System Director of Audits & Analysis and coordinates priorities and work through

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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 *Rules and Regulations, Texas State University System* 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. Academic Affairs Division: Recommendations from the academic deans, the Dean of Library and Research Technologies and the Dean of the Rio Grande College 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, learning resources, the Wildenthal Memorial Library, Center for Big Bend Studies and the Museum of the Big Bend. The EVP & Provost is also responsible for 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. The faculty of the Rio Grande College report to the Dean of the College, who reports to the Vice President of Rio Grande College. Units and positions that report to the EVP & Provost are:

- A. Associate Provost for Research coordinates all research and grant activity university-wide with the goal of increasing external support for the University. The Associate Provost supervises and works with the Director of Sponsored Programs and provides assistance to faculty and administrators in identifying, developing, obtaining, monitoring, and reporting for research projects and grants.
- B. 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.

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4. Coordinators for Quality Enhancement Plan report to the Assistant Vice President for Institutional Effectiveness and oversee the planning and implementation of the QEP.
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- C. Deans of Colleges 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 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.
  - D. Department Chairs are appointed annually by the President of the University with a recommendation from the Executive Vice President and Provost and serve at will. 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 affirmative action and equal employment opportunity policies and guidelines.
  - E. Dean of Library and Research Technologies is responsible for the administration, operation, and effective use of the Wildenthal Memorial Library, audiovisual services and the Archives of the Big Bend.
  - F. 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.
  - G. Director of the Museum of the Big Bend 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, the Spanish, the Mexicans and the Anglo-Americans that have shaped the history and heritage of the region.

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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; the Early Childhood Development Center, and Contracted Services.
  - A. 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.
  - B. 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.
  - 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.
  - D. 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. Oversees the mail services department.
  - E. 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.
  - F. Budgeting/Investments - the Vice President for Finance and Operations performs and manages all duties in the functional areas of budgeting, treasury, and investments.
  - G. 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

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- users and technical support, submitting financial status reports and assisting the Vice President in preparing, monitoring and maintaining the annual budget.
- H. Director of the Early Childhood Development Center - oversees a safe, nurturing and educational environment to care for the children of students, employees, and the general public. Reports to the Vice President for Finance and Operations.
  - 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 Assistance, Residential Living, and Grants.
- A. Director of Admissions and Recruiting – provides leadership and oversight for the development, implementation, and management of activities and systems related to recruiting, admissions, access, academic records, student registration and University retention programs.
  - B. Director of Financial Aid – Manages the Center for Enrollment Services, including Financial Aid staff at Alpine and RGC. Responsible for day to day operations of the Center for Enrollment Services and Financial Aid. 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.
  - C. 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.
  - D. 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.
  - E. Director of New Student Programs – develops, plans and executes orientation activities, and new student programs/events.
  - F. Grant Directors – the Directors of Student Support Services, Gear Up, Talent Search, and Upward Bound report to the Vice President for 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.
  - G. Student System Analyst – coordinates with OIT and plans, directs, and administers computer programs related to enrollment management including admissions, records and registration, financial aid, and advising.
5. Vice President for External Affairs – 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

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programs; preparation of solicitation proposals for major gifts and grants; and works with University staff, alumni, community leaders, and foundations/corporations.

- A. Director of Athletics – responsible for all University intercollegiate athletic programs, except rodeo. 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.
  - B. Director of Alumni Relations – works with the Alumni Association Board of Directors, and the members of the SRSU Alumni Association.
  - C. Development Director – work directly with the Vice President for External Affairs for private fund raising on behalf of the University.
6. Vice President for Rio Grande College - is the chief administrative officer of the SRSU Rio Grande College, located in Castroville, 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. Dean of Rio Grande College serves as the chief academic officer of Rio Grande College, is responsible for the oversight of the four academic departments, each headed by a chair. The chairs are responsible 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 Executive Vice President and Provost and the responsible officer of the Texas Higher Education Coordinating Board staff.
  - B. RGC 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 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 Education Coordinating Board on the inventory. The Director of Admissions and Records and Student Services reports to the Vice President for Rio Grande College.
  - C. RGC 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

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- 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.
- 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 Vice President for Rio Grande College and to the Director of Financial Aid in Alpine.
  - 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 Vice President for Rio Grande College.
  - F. Director of Public Relations, Media, and Outreach - 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 Vice President for Rio Grande College.
7. Associate Vice President for University Services and Dean of Students is responsible for supervision of the Physical Plant Department, Public Safety, Career/Life Advising Center, Counseling Center, Health Services, Recreational Sports Center, Director of the University Center and Campus Activities, the Student Handbook, the student judicial system including the Student Government Association, and student conduct policies and procedures. The AVP and 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 AVP and Dean is the chief student life officer and provides recommendations regarding student concerns directly to the President.
    - A. 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.
    - 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 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.

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- D. Director of the Counseling Center – provides professional counseling services to students, faculty and staff.
  - E. Director of Recreational Sports – is responsible for the management and supervision of all programming and operation of the Recreation and Intramural Department..
  - F. Director of the University Center/Campus Activities – is responsible for the management and supervision of the University Center. Manages campus-wide facilities use.
8. Chief Information Officer - reports to the President and is responsible for the operation and support of administrative and academic information resources, including hardware, software, networks, 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.
- A. Executive Director of Application Services – reports directly to the Chief Information Officer. The Executive Director manages and supports application development for the University’s Enterprise Resource Planning System (ERP). Also manages application development and integration for automation and smooth processing of information across all systems that are utilized by faculty, staff, and students.
  - B. Director of Technology Services - reports directly to the Chief Information Officer. The Director is responsible for operational support of campus-wide network and technology infrastructure (voice, video and data) services for Sul Ross State University. Services included are telephones, network connections, wired and wireless connections, servers, firewalls, spam filters, electronic communications (email, IM, etc.), helpdesk, and infrastructure support for all institutional applications.
  - C. Director of Educational Technology – reports directly to the Chief Information Officer. This Director is responsible for operational support of educational technologies, including the distance education classes, labs, and technology-enabled conference rooms. This Director also oversees the education of faculty, staff and students in the use of educational technology, including Blackboard, the institution’s LMS (Learning Management System).
  - D. Manager for Rio Grande College OIT – Reports to the Director of Technology Services and manages the technology team and services on the RGC campuses. Is responsible in assuring continued functionality of RGC technology systems, such as telecom, network infrastructure, classroom equipment, and miscellaneous technology systems that serve RGC staff daily tasks. Plans and coordinates features of RGC technology systems, including deployment, maintenance, and stages of the equipment life-cycle management. Provide levels of RGC local technology support to faculty and staff, including troubleshooting, levels of training, and planning purchases.
  - E. Web Services Team – Reports to the Chief Information Officer. Responsible for the development, maintenance and support of web applications used by Sul Ross. Includes the public website ([www.sulross.edu](http://www.sulross.edu)), SRInfo (a publicly available website that contains administrative information), mySRSU (the campus portal), Blogs, faculty.sulross.edu, and others.

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- F. Media Services Team – Reports to the Chief Information Officer. Responsible for the creation, distribution and management of video and graphics content for the university.
  
- 9. Director of Administration – reports directly to the President and facilitates communication between other administrators and both internal and external constituencies. The director acts as a liaison with Texas State University System and governmental agencies. The director functions as the Public Information Coordinator and Title IX Coordinator for the university. The director serves in an advisory capacity to the President as a member of the Executive Cabinet.
  - A. Administrative Coordinator – reports to the Director and provides administrative support for the functions of the President’s office.
  - B. Deputy Title IX Coordinators – advise and coordinate with the Director for university wide efforts to ensure compliance with the Department of Education and Title IX laws.