

POLICY Number: ACF 11

PROCEDURE Number: ACF 11-A

CCSN Procedure

Section: Academic Faculty CCSN Procedures

Procedure Effective Date: July 6, 2006

Title: Academic Officers

Approved:

Richard Carpenter

CCSN President

July 6, 2006

Date

Faculty Senate Recommendation

Faculty Senate Recommendation Unnecessary

Recommended Not Recommended* (if not recommended, reasons are set forth in a separate attached memo)

Darren Divine

Faculty Senate Chair

June 30, 2006

Date

Contents:

PROCEDURE

1. PROCEDURE PURPOSE AND BACKGROUND

- Ensure that position descriptions, evaluation mechanisms are formally approved, disseminated, and centrally maintained
- Describe roles and responsibilities of officers
- Define terminology used

2. PROCEDURE STATEMENT

To comply with this procedure, all CCSN academic officers will implement the position descriptions and evaluation elements.

3. AUTHORITY AND CROSS REFERENCES

The basis for this procedure is provided in the following:

- Board of Regents Handbook Title 2, Chapter 1, section 1.5; Title 5, Chapter 1
- CCSN Policy GEN 1
- CCSN Policy on Academic Officers
- CCSN Hiring Policy

Policies of the Board of Regents provide that Presidents appoint officers, faculty and staff of the College. In academics, these officers are administratively responsible and report to those designated in a line of authority for the functions and duties of their offices. They serve at the discretion of the President.

4. KNOWLEDGE OF THIS PROCEDURE

All executive and academic officers, faculty and appropriate staff at CCSN should be knowledgeable

about this procedure.

5. DEFINITIONS

See the forms and descriptive information.

6. RESPONSIBILITIES

The President:

- Final approval authority
- Implementation

Vice Presidents (List applicable VPs):

- VPAA

CCSN Faculty Senate:

- Officers and members of the Senate

CCSN Administrative Code Officer:

- Coordination, creation, review, recommendation, dissemination, and maintenance

Standing Committees:

N/A

Coordinator:

- Review, recommendation, dissemination and maintenance

Subject Matter Expert:

- CCSN Administrative Code Officer

7. EXCEPTIONS

The President has the discretion to suspend or rescind all or any part of this policy or related procedure(s) when advised by competent legal authority that this policy or related procedure(s) is wholly or in part in conflict with laws or procedures of a superior governing body. The President shall notify the appropriate CCSN personnel of the suspension or rescission and cause any necessary changes to be made to this policy.

8. CONTACT INFORMATION

Direct questions about this policy to the following offices:

Subject	Contact
CCSN Policy Questions	CCSN Code Office (VPAA)
Writing Policies and Procedures	Member of Policy and Procedure Guidance Committee and CCSN Code Office

9. HISTORY

07/06/06 - Approved

Policy Last Updated:

10.1 The Vice President for Academic Affairs (hereafter VPAA)

The VPAA is the chief academic officer of the College, and is responsible to represent the institution in such a manner as to ensure the orderly and efficient conduct of academic affairs, when the President delegates appropriate authority.

1. Procedure of Appointing the VPAA.
 - a. The search for a VPAA will originate with the President who will arrange for faculty input. A search committee will be established with representation from academic units and other areas of the College.
 - b. The search committee will evaluate and screen the candidates, and submit an unranked list of acceptable candidates with strengths and weaknesses to the President.
2. Specific responsibilities and functions of the VPAA are to:
 - a. Develop, administer, and promote the academic programs and academic support functions of the College;
 - b. Recommend to the President appointments, reviews, and promotions of the College's academic personnel, including, the recruitment of faculty; the development, tenure, and promotion of faculty; academic assessment and accreditation; and issues related to faculty morale;
 - c. Coordinate and promote academic proposals, changes, reviews, and other academic matters with the Board of Regents, the Nevada System of Higher Education, and other institutions and groups;
 - d. Coordinate the College divisions, Library, Workforce and Economic Development, CAPE and other academic activities as may be assigned; and
 - e. Coordinate educational policies and academic planning functions.
 - f. Provide pertinent academic guidance and input on physical facilities planning and utilization.
 - g. Serve as Chair of the Academic Council and on other councils and committees as assigned; serve in the absence of or upon delegation by the President.

3. Minimum Qualifications of the VPAA.

- a. Earned doctorate or terminal degree in an academic field from an accredited institution
- b. Five years of administrative experience at the level of dean or above.
- c. Demonstrated leadership ability and communication skills.
- d. Demonstrated organizational and management skills.
- e. Demonstrated ability to work effectively with people.
- f. Demonstrated success in teaching and scholarship at the college level.
- g. Honesty, integrity, reliability, consistency and related positive character traits.
- h. Commitment to the academic and educational goals included in the College's mission.

4. Evaluation of the VPAA.

The President will evaluate the VPAA annually, and will conduct an advisory evaluation with input from faculty and academic staff every three years.

10.2. Associate VPAA(s)

Associate VPAA(s) may be authorized by the President. Associate VPAA(s) participate in formulating academic strategy and policy.

1. Procedure of Appointing the Associate VPAA.
 - a. The search for a VPAA will originate with the President who will arrange for faculty input. A search committee will be established with representation from academic units and other areas of the College.
 - b. The search committee will evaluate and screen the candidates, and submit an unranked list of acceptable candidates with strengths and weaknesses to the President.
2. Specific responsibilities and functions of the Associate VPAA(s), include:
 - a. Assisting the VPAA in promoting and coordinating all College academic programs and academic support functions.
 - b. Supervising academic support functions as directed by the VPAA.
 - c. Supervising academic assessment, program development, and other duties as assigned.

d. Working closely with Deans to ensure a smooth and unified working relationship between the divisions and the VPAA's office.

3. Minimum Qualifications of the Associate VPAA(s)

a. Master's degree in an academic field from an accredited institution.

b. Three years of experience in higher education sufficient to demonstrate competence and knowledge of higher education issues.

c. Excellent communication and human relations skills.

d. Honesty, integrity, reliability, consistency and related positive character traits.

4. Evaluation.

The Associate VPAA is accountable to the VPAA who evaluates individual performance annually and will conduct an advisory evaluation with input from faculty and academic staff every three years

10.3. Deans of Academic Units.

Recommended by and responsible to the VPAA, the dean has responsibility for all programs related to the division including academic, service, scholarly/creative, and student activities, as well as credit-bearing continuing education curricula. Where appropriate, a dean may administer specialized, academic functions as determined by the VPAA and President. A dean of a division is the chief executive officer of the division.

1. Procedure of Appointment for Deans.

a. The search for a dean will originate with the VPAA who will meet with division faculty to develop a position description. A search committee and process will be engaged pursuant to College policy and will submit an unranked list of acceptable candidates with strengths and weaknesses to the VPAA and President.

b. The dean will serve without tenure as dean, but may receive tenure and rank as a faculty member in an academic discipline of a department pursuant to College policy. In the case where a tenured CCSN faculty serves as dean, he/she will retain their tenured status.

2. Dean's Responsibilities

a. Provide leadership for faculty and professional administrators of programs in the Division, including budget supervision and professional and classified evaluations.

b. Supervise Division programs and Department Chairs and Directors.

c. Work closely with the community to assess needs, to initiate and sustain partnerships, and to develop, enhance, and promote programs.

3. Relationships

a. The Dean reports to the VPAA.

b. The Dean directly supervises Associate Deans, Department Chairs, Directors and others as may be assigned.

c. The Dean, through the Department Chairs, supervises faculty and staff.

d. The Dean directly supervises Division office staff.

e. The Dean works closely with, Vice Presidents, other Deans, Associate Deans, Department Chairs/Program Directors, Campus Administrators, Site Managers, other College Administrators/staff, Foundation, and community partners.

4. Duties

a. Responsible for all budgets in the Division.

(1). Provide leadership for the development and utilization of Division budget resources as appropriate in consultation with Associate Deans, Department Chairs, and Program Directors.

(2). Approve budgets and monitor spending.

b. Responsible for maintaining and continually improving academic standards of all programs in the Division.

(1). Supervise program reviews and accreditation requirements; ensure program effectiveness.

(2). Provide leadership for curriculum development.

(3). Ensure each academic program in the Division develops and maintains a comprehensive learning outcomes assessment process.

c. Initiate new programs and provide long range academic, technological, and fiscal planning for all disciplines in the Division.

d. Review/approve Department Chairs/faculty workloads and release time requests.

e. Coordinate schedules, enrollment management, and room priorities and usage in consultation with Dean of Curriculum and Scheduling, Department Chairs/Program Directors.

- f. Recommend the hiring of other academic employees.
- g. Coordinate presentation and justification of new/replacement positions through College budgeting processes.
- h. Ensure the quality of the classroom environments for students.
 - (1) Ensure that classroom/laboratory facilities are appropriately equipped and maintained for optimal teaching effectiveness.
 - (2) Ensure that all classroom/laboratory facilities are in compliance with safety and accessibility regulations.
- i. Ensure the quality of the academic environment for faculty.
- j. Monitor student enrollment and develop strategies to increase and enhance student enrollment.
- k. Evaluate Department Chairs and review/approve evaluations of Program Directors, faculty, professional, and classified staff assigned to the Division.
 - (1). Ensure that evaluations are performed in a timely manner.
 - (2). Review appeals of Division faculty/staff evaluations and make recommendations to VP of Academic Affairs.
 - (3). When necessary, recommend removal of Department Chair to VPAA.
- l. Review and make recommendations regarding tenure applications to VP of Academic Affairs.
- m. Maintain liaison with the internal and external constituencies served by the college in order to assess programmatic needs.
 - (1). Appoint occupational advisory committees for Division programs.
 - (2). Develop/maintain relationships with communities the College serves, in order to promote programs offered by the Division.
- n. Resolve concerns
 - (1). Work with Department Chairs, faculty and staff to resolve student concerns.
 - (2). Work with Department Chairs, faculty, and staff to resolve their concerns.
- o. Advise and assist students in completing degree and certificate programs.
- p. Serve on committees and attend meetings as requested.
- q. Assume other duties as assigned by the Vice President of Academic Affairs.
- r. Develop external relationships for the purposes of (1) enhancing student placement opportunities; (2) providing meaningful community outreach opportunities

for students and faculty; and (3) cultivating additional fund-raising opportunities in coordination with the CCSN Foundation.

C. Minimum Qualifications

1. Master's degree in an academic field appropriate to the unit's mission.
2. Administrative experience at the level of department chair or higher.
3. Demonstrated leadership ability and communication skills.
4. Demonstrated organizational, management, and fiscal skills.
5. Demonstrated ability to work effectively with people.
6. Honesty, integrity, reliability, consistency and related positive character traits.
7. Commitment to the academic and educational goals included in the NSHE and CCSN philosophy and planning.
8. Demonstrated success in teaching and scholarly efforts at the college level.

D. Evaluation of Deans.

The VPAA will evaluate each dean annually. Three years following initial appointment and every three years thereafter, the VPAA will initiate a formal evaluation of the dean with faculty and staff input. The following performance metrics will be used to evaluate deans:

STANDARD	MEASURE
1a. Provide leadership for development/utilization of Division budgets	Division budget meets established needs
1b. Division expenditures will not exceed budgeted allocation	Meets standard/Does not meet standard
2a. Ensure program reviews and accreditation reports are completed by established deadlines	Meets standard/Does not meet standard
2b. Provide leadership for curriculum development	Evidence of curriculum development that meets projected needs
2c. Demonstrate that each program within the Division utilizes the learning outcomes assessment process	Meets standard/Does not meet standard
3. Provide long range planning	Evidence of long range planning

4a. Approve faculty workloads according to policy	Meets standard/Does not meet standard
4b. Appropriate distribution of release IU's within the given allocation	Meets standard/Does not meet standard
5a. Monitor enrollment	Evidence of enrollment management that supports academic goals of the division.
5b. Approve schedules	Ensure that class offerings allow adequate student access and timely completion of programs
5c. Ensure campus equity in program development and resource allocation	Evidence of actions taken to encourage equity
6. Recommend hiring	Meets standard/Does not meet standard
7. Justify new and replacement positions	Meets standard/Does not meet standard
8a. Perform evaluations	According to established policy
8b. Review appeals and make recommendations	According to established policy
8c. Recommend removal of Department Chair when necessary	According to established policy
9. Make recommendations regarding tenure	According to established policy
10a. Appointment of occupational advisory committees	Committees established and functioning
10b. Promote/improve programs through community relationships	Evidence of community relationships
11a. Resolve student concerns	Evidence of timely action taken to resolve issue
11b. Resolve faculty and staff concerns	Evidence of timely action taken to resolve issue
12. Advise and assist students	Appointments will be scheduled within 5 working days of the request

13. Serve on committees/attend meetings as schedule allows	Balances multiple requests and establishes priorities
14. Other assigned duties	Balances multiple requests and established priorities

10.5. Associate Deans

1. Associate deans may be authorized in some divisions. Associate deans assist with the administration of a division.:

1. Procedure of Appointing the Associate Deans.

a. The search for a Associate dean will originate with the President who will arrange for faculty input. A search committee will be established with representation from academic units and other areas of the College.

b. The search committee will evaluate and screen the candidates, and submit an unranked list of acceptable candidates with strengths and weaknesses to the VPAA and President.

Specific responsibilities and functions of the Associate Deans are to assist the Dean with:

a. Development, administration, and promotion of academic programs and academic support functions;

b. Coordination and promotion of academic proposals, changes, reviews, and other academic matters with the other deans of the College, and other institutions and groups;

c. Coordination of departments and programs within the division;

d. Development of protocols, planning functions and physical facilities planning and utilization of space;

e. Leadership and conduct of strategic planning; and

f. Development of external relationships for the purposes of (1) enhancing student placement opportunities; (2) providing meaningful community outreach opportunities for students and faculty; and (3) cultivating additional fund-raising opportunities.

2. Minimum Qualifications

a. Master's degree in an academic field appropriate to the unit's mission.

b. Administrative experience within the academic area is preferred.

c. Demonstrated leadership ability and communication skills.

- d. Demonstrated organizational, management, and fiscal skills.
- e. Demonstrated ability to work effectively with people.
- f. Honesty, integrity, reliability, consistency and related positive character traits.

3. Evaluation

Deans will evaluate Associate Deans annually.

10.6 Directors

This section addresses the Director of the Library, the Director of Distance Education, the Director of Nursing, the Director(s) of Workforce and Economic Development, the Director of CAPE, and other directors as may be constituted. Position descriptions for each Director will be on file in the VPAA's Office. This section excludes academic program directors whose specific duties relate to their respective disciplines.

1. Directors of academic units may be authorized. Directors are responsible for the programmatic, fiscal, and general management of their respective units.
2. Procedure of Appointing the Directors.
 - a. The search for a Director will originate with the President who will arrange for faculty input. A search committee will be established with representation from academic units and other areas of the College.
 - b. The search committee will evaluate and screen the candidates, and submit an unranked list of acceptable candidates with strengths and weaknesses to the VPAA and President.

Specific responsibilities and functions of Directors include, but are not limited to:

- a. Development, administration, and promotion of programs and academic support functions;
- b. Coordination and promotion of academic proposals, changes, reviews, and other academic matters with the other deans of the College, and other institutions and groups;
- c. Coordination of elements within the units;
- d. Development of protocols, planning functions and physical facilities planning and utilization of space;
- e. Leadership and conduct of strategic planning for the unit;

f. Development of external relationships for the purposes of (1) enhancing student placement opportunities; (2) providing meaningful community outreach opportunities for students and faculty; and (3) cultivating additional fund-raising opportunities; and

g. Other duties as may be assigned.

The following apply only to the Library Director:

h. Development and management of the library budget.

i. Supervises librarians and, through the librarians and classified staff, supervises circulation staff and student workers.

3. Minimum Qualifications

a. Master's degree (or equivalent) in an academic field appropriate to the unit's mission.

b. Administrative experience.

c. Demonstrated leadership ability and communication skills.

d. Demonstrated organizational, management, and fiscal skills.

e. Demonstrated ability to work effectively with people.

f. Honesty, integrity, reliability, consistency and related positive character traits.

4. Evaluation

The VPAA will evaluate Directors annually.