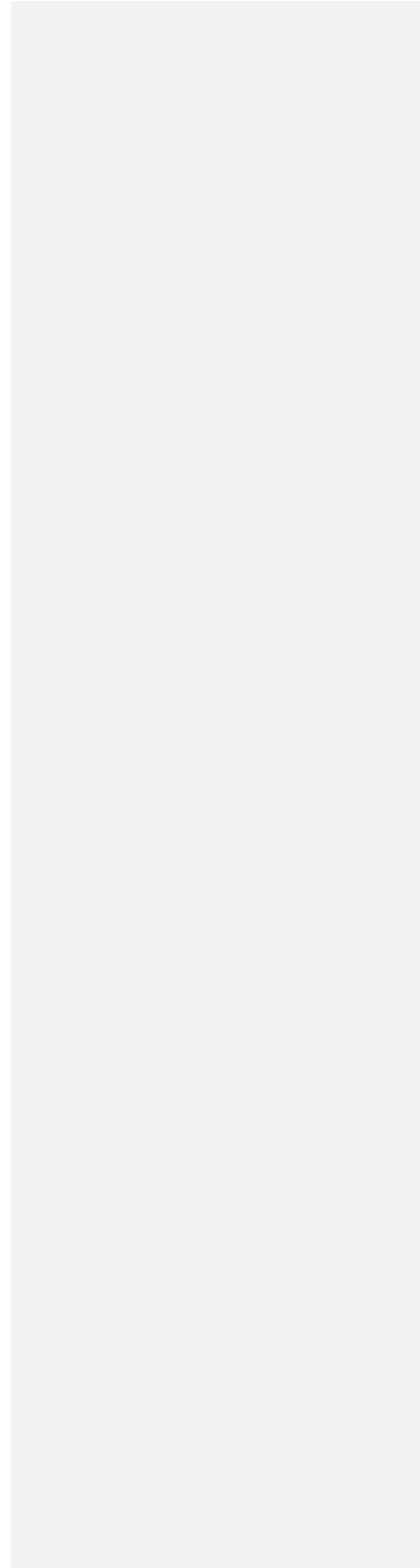


# CHAPTER 4



## 4. ORGANIZATION OF ACADEMIC AFFAIRS

### 4.1. Introduction

The Provost and Executive Vice President for Academic Affairs is the chief academic officer of the university. Reporting to the Provost are the Associate Provost for Undergraduate Studies, the Deans of the Colleges, the Dean of Graduate Studies, and the Chief Information Officer (CIO). Academic Directors reporting to the Provost include the Directors of Institutional Research and Assessment, Library, Professional and Continuing Studies, and Office of International Engagement, and the Registrar. The processes for selection, appointment, and reassignment of Deans are given in Appendix A and those for the CIO and Directors are given in Appendix B.

### 4.2. Academic Colleges

Within Academic Affairs, there are six degree granting colleges: College of Business Administration, Education, Engineering, ~~Liberal Arts, Humanities, and Social Sciences,~~ Nursing, and Science. Also within Academic Affairs are the Honors College, the School of Graduate Studies, and the Library. ~~All colleges may, except the College of Nursing and the Honors College, have departments headed by chairs who report to the dean. The College of Nursing has two associate deans who direct the undergraduate and graduate programs, respectively, and who report to their dean.~~ Each academic college that is degree granting administers courses of instruction leading to the baccalaureate degree and furnishes courses of instruction and faculty in support of graduate degrees administered by the School of Graduate Studies. Academic Departments serve the dual functions of administering courses of instruction leading to degrees and of administering faculty, students, and staff.

### 4.3. Responsibilities and Duties of a Dean

An academic dean is the chief administrative and academic officer of a college. He or she functions under the supervision and serves at the pleasure (at will) of the Provost. The appointment may potentially be up to five years and is subject to reassignment at any time by the Provost with the concurrence of the President. ~~Deans and~~ sit on the Provost's academic council. A dean holds a tenured faculty appointment in an academic department.

A dean is responsible for strategic planning for the college, for the administration of college operations, and for leadership of the college and its faculty, staff and students. The dean is the chief academic and operating officer of the college and has overall responsibility for instructional, research, and service programs; college student services and academic advising; faculty and staff personnel procedures; and budgetary matters. Information concerning the specific responsibilities and duties of a dean as chief operating officer is available in the Office of the Provost.

~~A dean communicates to faculty and students in the college, university colleagues, alumni, the community, and the disciplines or professions.~~ The dean provides leadership to his/her college faculty and staff in the development, operation, and improvement of academic and research programs; developing and recommending to the Provost budgets for departments, programs and academic support areas; provides comprehensive programs of academic advising that involve the faculty and academic

advisors and supports the university's student recruitment and retention programs; makes recommendations to the Provost for appointments, promotions, tenure, sabbaticals, and terms of employment for faculty and staff within the college; and reviews and recommends actions on faculty leaves and faculty exchanges to the Provost. For procedures on selection, appointment, evaluation and reassignment of a dean, see ~~the relevant a~~Appendix ~~A~~.

~~A~~Assistant or associate deans are appointed by ~~and serve at the pleasure of the the D~~Dean after consulting with the Provost and the faculty of the affected college. ~~Assistant or associate deans serve at the pleasure (at will) of the D~~Dean. Normally the appointment of an assistant or associate dean occurs as the result of an internal search; ~~however, external searches may be conducted with the approval of the Provost~~. Assistant ~~and /A~~associate deans assist the ~~D~~Dean with planning, budget development, personnel matters, student and faculty recruitment and retention, program ~~\_administration/\_~~development, ~~and/\_~~evaluation, academic advising, and supervision of support functions. An assistant ~~or /~~associate dean normally holds an academic appointment in the college in which he or she serves. See ~~the relevant a~~Appendix ~~A~~ for procedures on evaluation of assistant or associate deans.

#### 4.4. Establishment, Review, and Dissolution of a Department

A department may be formed only within a college. The department is both an academic unit and an administrative unit of the college. A department has a sufficient number of faculty to be a viable organizational unit and typically offers at least one major or program for an undergraduate or graduate degree. ~~A faculty member earns tenure within a department or within a college if the college is not departmentalized. If a new department or college is formed, a faculty member's tenure may, if appropriate, be transferred to the new department by decision of the Provost.~~

The performance and relevance of a department are reviewed at least every five years or in conjunction with a department's professional accreditation review cycle, according to the program review description in Section 4.8. Findings and recommendations of review committees are submitted to the Provost. After consultation ~~with the faculty, Department Chair, and Dean~~, and agreement with the President, the Provost may recommend that a department be continued, or a proposal to dissolve or reorganize the department may be forwarded to the Board of Trustees for review and approval. ~~(See Section 4.7) Any recommendation to establish, dissolve or reorganize a department or program will follow steps in accordance with AAUP guidelines on program reviews and will involve consultation with the faculty senate.~~

#### 4.5. Responsibilities and Duties of a Department Chair

A department chair provides academic and administrative leadership for the department. He ~~/-of~~ she is ~~accountable to and serves at the pleasure (at will) of the dean~~ and is accountable to the university administration for implementing the plans, goals, and policies of the university. ~~The appointment may potentially be up to four years and is subject to reassignment at any time by the Dean with the concurrence of the Provost~~

The chair has administrative responsibility for ensuring the quality and effectiveness of the department's instructional, research and service programs. Department chairs have the responsibility to provide leadership in formulating and implementing departmental goals and long-range plans; to represent the department internally within ~~the~~

**Comment [BR1]:** The last time I checked AAUP program discontinuation procedures, they were relatively "burdensome." I think they should be carefully reviewed before the University commits itself to comply with them.

administrative and governance structures of the university and externally with professional and community groups; to ensure that high standards are maintained in curricula, course content, and instruction while promoting student success and retention; to provide a communication link between and among the faculty and the other levels of administration; to prepare course schedules, assign courses and teaching loads, and recommend course scheduling to the dean within the context of meeting student needs; to develop an outstanding faculty of teacher-scholars by encouraging and facilitating their professional development; and to promote an academic environment that is scholarly and humanistic and that affirms the university's ~~nondiscriminatory~~ policies of nondiscrimination. Department chairs are expected to be active participants in all departmental activities and a visible presence in the department. For procedures on selection, appointment, evaluation, and reassignment of a department chair see ~~the A~~relevant appendix B.

#### 4.6. An Academic Program outside the Departmental Structure

Occasionally the university needs to establish an academic program outside the departmental structure, typically for an interdisciplinary program. In such cases, faculty from two or more departments staff the program. A program may be formed within a college or between colleges. The program proposal must identify one department as the primary ~~unit one~~ for administrative purposes. The proposal for a new program must follow the current guidelines approved by the university and The Board of Trustees of The University of Alabama. A faculty member does not earn tenure in an academic program outside the departmental structure. The administrative officer of the program is the program chair. The program chair reports to a dean who, with the program chair, selects faculty members to form the program committee. The program committee establishes academic policies and procedures and acts on matters requiring faculty decisions. After the program is fully operational, the program faculty or an elected program committee conducts the program.

##### 4.6.1. Responsibilities and Duties of a Program Chair

The program chair provides academic leadership to the program, ~~and serves at the pleasure of the Dean, and is accountable to~~ and serves at the pleasure of the Dean of the college and is accountable to the university administration for implementing the plans, goals, and policies of the university. The program chair has administrative responsibility for ensuring the quality and effectiveness of the program's instructional, research, and service components. For procedures on selection, appointment, evaluation, and reassignment of a program chair see the Appendix B.

##### 4.6.2. ~~Selection, and Appointment, and Reassignment of a Program Chair~~

~~Primary responsibility and final authority for the selection and retention of a program chair rests with the dean of the primary unit, with the concurrence of the provost, and a program chair serves at the pleasure of that dean.~~

~~A program chair is appointed by the dean of the primary unit with review and final approval by the Provost. The appointment is made after considering the evaluations and advice of the program faculty. The dean meets with the program faculty as a group to~~

~~discuss the duties and responsibilities of the position. Candidates are sought from the tenured faculty members in the program. If no suitable tenured candidate exists, a tenure-earning candidate may be appointed. The faculty is [are?] given an opportunity to review the curriculum vitae of the candidates and to vote on the choices available. The dean chairs all formal meetings to consider a program chair.~~

~~Upon completion of the search process, the dean solicits from individual program faculty members a summary of their evaluation and advice on each candidate in the finalist pool. In the event that the dean does not secure the appointment of a chair from the list of candidates who have general faculty support, the search process shall continue until a chair is successfully recruited. Normally, the dean will select a chair from those candidates who have general faculty support. Procedures for the reappointment and reassignment of program chairs will follow those established for department chairs. (See the relevant appendix.)~~

~~A program chair normally has an calendar-year appointment, that potentially extends for is appointed to a four-years term, with an annual review by the dean each year normally encompassing twelve months. The program chair is subject to an annual review by the dean and a comprehensive review after four years by the dean, with input from the program faculty. Performance in the position of program chair as determined in the annual review must be satisfactory to the dean for the program chair to continue the appointment for another yearto the end of the term. A decision to reassign the chair may be made at this time by the dean, with the concurrence of the provost. After the comprehensive review, the dean may, with the concurrence of the provost, reappoint the program chair for another potential four year period or reassign the program chair. Procedures and criteria for the reappointment and reassignment of program chairs will generally follow those established for department chairs. (See relevant appendix.)~~

~~The foregoing provisions and procedures do not in any way change the at-will nature of the appointment, and it may be terminated by the chair or dean, with the concurrence of the provost, at any time.~~

~~The chair will continue to teach on a regular basis. Additional aspects of the appointment are The type of appointment is established for each program by the Provost upon recommendation from the Dean, taking into consideration and depends upon the size and scope of the program's activities. Moved to Apendix B.~~

#### **4.7. Cooperative, Joint, and Shared Programs**

In keeping with stated policy of the Board of Trustees, the university engages in cooperative, joint, and shared programs. Such programs shall follow the stated policy of The Board of Trustees of The University of Alabama and the Alabama Commission on Higher Education Academic Policies/Operational Definitions.

#### **4.8. Comprehensive Program Review**

A comprehensive review to evaluate academic programs will be undertaken by the Provost, every five years or in conjunction with the discipline's professional accreditation review cycle. As part of the review process, the unit conducts a self-study. A review committee of faculty along with an external consultant writes reports addressing strengths and weaknesses of the program.

Findings and recommendations are submitted to the Provost. Details of the review procedures and follow-up actions are in the Manual for Comprehensive Academic Program Review found in the Office of the Provost or offices of the Deans.

#### **4.9. Responsibilities of the CIO and Academic Director**~~Selection, Appointment, and Evaluation of an Academic Director~~

~~When the selection of an academic director, as listed in Section 4.1, becomes necessary, the Provost appoints a search committee to search for, identify and to make recommendations on acceptable candidates. After the search and screening procedures are concluded and a report is forwarded to the Provost, the Provost may at that time appoint a director upon recommendation or ask the committee to seek more candidates for review. If the search committee does not recommend any candidates acceptable to the Provost for the director position, the Provost may close the search and begin the process anew. An academic director normally has a calendar-year appointment. Annual evaluations are conducted by the Provost. After the annual review, the Provost may continue or terminate the appointment or give the director a warning. A comprehensive evaluation of an academic director is conducted every fifth year of continuing appointment and includes a review of the incumbent's leadership quality, professional competence, working relationships, and accomplishment of goals. The Provost appoints a committee to conduct the comprehensive review. The committee solicits written evaluations by appropriate faculty, staff, students and academic administrators. The evaluation process requires that all analyses be supported by factual documentation and that the evaluations be based exclusively on professional standards of performance. The committee forwards the evaluation report to the Provost, who meets to discuss the committee report with the academic director under review. The Provost may at that time continue or terminate the appointment or give the director a warning or a limited time appointment.~~s

The academic directors including the CIO provides academic leadership to the academic unit, serves at the pleasure (at will) of the Provost, and are is accountable to the Provost and to the university administration for implementing the plans, goals, and policies of the university. The academic director has academic and administrative responsibility for ensuring the quality and effectiveness of the unit's mission and functions including but not limited to the unit's functional, administrative, instructional, research, and service components. For procedures on selection, appointment, evaluation, and reassignment of an academic director see the Appendix B.

#### **4.10. Other Academic Units Reporting to the Provost**

##### **4.10.1. Institute for Science Education**

The Institute for Science Education (ISE) was established in 1990 to provide a mechanism to assist in solving problems in precollege science and mathematics education. The institute works cooperatively with the Colleges of Science, Engineering, and Education and the Division of Professional and Continuing Education Studies. In carrying out its mission to provide leadership and coordination for projects and programs to effect improvement of precollege science and mathematics education, the ISE works closely with all appropriate elements of business, government, and industry.

##### **4.10.2. Alabama Space Grant Consortium**

The Alabama Space Grant Consortium includes seven Ph.D. granting universities, all with space-related research activities. The university is the lead institution. Other members are Alabama A&M University, Auburn University, The University of Alabama, The University of Alabama at Birmingham, Tuskegee University, and the University of South Alabama. The Consortium awards fellowships, scholarships, and research grants, as well as providing supports for seminars, workshops, and educational outreach programs. There is an active program to recruit individuals from traditionally underrepresented groups into careers in aerospace science, technology, and allied fields.