3-28 ACADEMIC STRUCTURE

I. According to Policy R220, the Utah State Board of Regents retains the right to approve the establishment of any administrative unit such as a school, division, institute, or department. Before submission to the Board of regents, the establishment of an administrative unit shall have the approval of the Dixie State College of Utah Board of Trustees, DSC Executive Council, and DSC College Council.

II. Dixie State College of Utah has the following hierarchical academic structure reporting to the Vice President of Academic Services:

A. Academic Schools: Schools are organizational units comprised of divisions, departments, and/or programs. Schools are administered by Deans, who report to the Vice President of Academic Services.

B. Academic Divisions: Divisions contain organizational units comprised of two or more academic departments and/or degree or certificate awarding programs. Divisions are administered by Associate or Assistant Deans. Associate and/or Assistant Deans share the supervision of a Division with the Dean of the School in which the Division is housed.

C. Academic Departments: Departments are academic units comprised of related curricula, the faculty employed to teach those subjects, and other associated staff personnel. Departments are administered by Department Chairs, who report to the Associate/Assistant Dean of the Division in which the department is organizationally housed (as applicable), and the Dean of the School in which the department resides.

D. Academic Programs: Programs are discipline or curriculum oriented academic units within departments, which may be administered by a director or coordinator; and/or degree or certificate awarding academic units outside of an academic department administered by a director or coordinator. Directors and coordinators report to a Department Chair, Associate/Assistant Dean, and/or Dean.

E. Faculty. See DSC Policy Faculty Categories (XXX).
III. Deans.

A. Deans are appointed by the President in consultation with the Vice President of Academic Services, and the appointment must be ratified by the Board of Trustees.

B. Deans are full-time administrators who do not hold tenure in that position. Deans may be provided associate or assistant deans in various function areas where the magnitude and scope of programs in specific areas.

C. A DSC faculty member with rank and tenure in a DSC academic department who accepts appointment as a dean retains rank and tenure during his/her appointment as dean, but no tenure is given for dean positions.

28.1. LINE OF COMMAND: The academic line of command is as follows:

28.1.1 Divisions: There are three instructional divisions, Business and Technology, Arts, Letters, and Sciences, and Computer Information Technology. The Deans of these divisions report to the Academic Vice President, who reports to the College President.

IV. Selection of Deans.

A. When a vacancy in an existing dean position occurs or when the Vice President of Academic Services determines there is a need to create a new dean position, the Vice President of Academic Services will consult with the involved academic units and faculty regarding the proposed position and any reorganization.

B. Dean positions will receive approval from College Council before being opened for hiring or appointment.

C. If a Search Committee for a dean position is constituted, it shall consist of the following:

i. One faculty representative elected from each academic department within the School.

   a. If the School is comprised of one or two academic departments, two tenured faculty representatives may be elected from each department.

   b. If program(s) exist independent of departments within the school, the program(s) shall have the same representation as departments.

ii. One administrative representative from outside the School appointed by the Vice President of Academic Services.
iii. One faculty member from outside the School selected by the Vice President of Academic Services.

iv. The Search Committee shall elect a chair from within its members.

v. All members of the search committee will have voting rights, including the chair.

E. When appropriate, additional faculty, non-faculty and/or non-College employees may be invited to participate in the search process and serve as members of the Search Committee, with the approval of the Vice President of Academic Services and/or Human Resources.

F. The voting members of each search committee will include both genders and should include a diversity representative whenever possible.

G. The Search Committee shall follow College procedures for evaluating, screening, and interviewing candidates. The Committee will normally submit two (2) candidates to the President and Vice-President of Academic Services for approval.

28.1 SELECTION OF DIVISION DEAN

28.1.1 The President and Vice President for Academics will announce that a search is underway and that applications are being accepted for the position of division Dean.

28.1.2 A search committee will be formed under the direction of the President and Vice President. The Vice President for Academics will serve as chair. This committee will have three representatives from within the Division and two representatives from other campus/community members.

28.1.3 After the screening and interviewing processes are completed, the committee will submit recommendations to the President.

28.1.4 The President shall make his/her recommendation (including a report of the committee's recommendations) to the Board of Trustees.

28.1.5 The Dean will be appointed by the Board of Trustees.

V. Responsibilities of Deans.

A. Deans are responsible for all activities within the School, including, but not limited to:

i. Supervise and manage all matters related to School faculty and staff personnel. Provide for and monitor evaluations of School faculty and staff according to College policy.
ii. Supervise and manage all matters related to School budgets and finance.

iii. Provide leadership and maintain quality in academic programs in the School, including working with departments on program proposals and program reviews.

iv. Supervise, advise, and counsel School associate deans, assistant deans, department chairs, and program directors who report directly to the dean on all matters pertaining to their responsibilities.

v. Provide leadership and coordination of instructional, service, and research activities of the School.

vi. Approve hiring of adjunct faculty in academic areas in the School.

vii. Arrange with campus authorities for adequate and suitable faculty office, classroom, and laboratory space for College personnel and activities.

viii. Represent the School on the Dean’s Council, other internal and external administrative committees.

ix. Approve candidates for graduation from the School.

x. Other duties as assigned by the Vice President of Academic Services.

VI. Associate and Assistant Deans.

A. Associate and/or Assistant Deans share the supervision of a Division with the Dean of the School in which the Division is housed. Associate and Assistant Deans are assigned to the position by Vice President of Academic Services, in consultation with the Dean of the School and Division faculty.

B. Associate and assistant dean positions are assignments, not appointments, with up to 11-month contracts, compensated according to the Workload Policy and Workload Model. Associate and Assistant Deans are usually selected from the chairs of Division Departments. Associate and Assistant Deans are part-time administrators who retain faculty tenure as awarded but do not receive tenure as administrators.

C. Associate and Assistant Deans are assigned for three (3) year terms, and the reassignment may be renewed for a second three (3) year term after evaluation as outlined in the Faculty and Academic Administration Evaluation policy (XXX) and consultation with Division faculty.

D. Associate and assistant deans are additional assignments, not positions. A faculty member with a position, rank, and tenure in a DSC academic department who
accepts assignment as an associate or assistant dean retains that position and status during his/her assignment as associate or assistant dean. A faculty member who is tenure-track in a DSC academic department and who accepts assignment as an associate or assistant dean continues on the tenure-track during his/her assignment as associate or assistant dean. No tenure is given for associate or assistant dean assignments.

VII. Selection of Associate and Assistant Deans.

A. When a vacancy in an associate or assistant dean position occurs or when the Vice President of Academic Services, in consultation with the Dean of the School, determines there is a need to create a new associate or assistant dean position, the Vice President of Academic Services will consult with the academic units involved with any reorganization.

B. At the direction of the Vice President of Academic Services, the Dean of the School shall present the name of the individual being considered for an associate or assistant dean position for ratification by the full-time, regular, tenured and tenure-track faculty of the Division. The faculty of the Division shall have the right to vote “yea” or “nay” on the proposed Associate or Assistant Dean nominee.

C. If the proposed Associate or Assistant Dean does not receive a simple majority (more than 50%) of the votes of the full-time, regular, tenured and tenure-track faculty of the Division, the Dean shall meet with the full-time, regular, tenured and tenure-track faculty of the Division, individually or in group(s), to discuss the unacceptability of the proposed Associate or Assistant Dean and try to reach consensus.

D. The Dean will then decide whether to propose another nominee for Associate or Assistant Dean or assign the individual who had been voted upon.

VIII. Duties and Responsibilities of Associate and Assistant Deans.

A. In conjunction with the Dean of the School in which a specific Division resides, Associate and Assistant Deans have the following responsibilities, along with already existing responsibilities as Department Chair and/or faculty member as applicable:

i. Provide first-line of supervision for department chairs and directors of programs not housed within departments.
ii. Provide support to Department Chairs in personnel, grievance, and complaint issues.

iii. Work with Department Chairs to produce curriculum proposals, program proposals, and program reviews.

iv. Perform supervisor evaluations in coordination with the Dean of the School.

v. Recommend division faculty for retention, promotion, and tenure as appropriate.

vi. Oversee mentoring and supervision of probationary faculty.

vii. Represent the Division on Academic Council.

viii. Assist the Dean in other areas as requested.

IX. Resignation or Removal of Associate and Assistant Deans.

A. Because of their professional obligation to the College, Associate and Assistant Deans who plan not to seek renewal of their assignment or who wish to resign before the end of their current term of assignment should inform the relevant Dean and the Vice President of Academic Services in writing no later than January 1 of the year in which they want their assignment to end (typically on June 30).

B. To seek removal of an Associate or Assistant Dean from an assignment, two-thirds of the full-time, regular, tenured and tenure-track faculty from that Division must sign a petition to that effect. The petition should be delivered to the relevant Dean and the Vice President of Academic Services.

i. The Dean and the Vice President of Academic Services shall deliberate and may either accept the petition and remove the Associate / Assistant Dean from the assignment or reject the petition and retain the Associate / Assistant Dean in the assignment.

ii. The resignation or removal from the assignment as an Associate / Assistant Dean shall have no bearing or impact on future retention, rank, or tenure deliberations or decisions made by division, school, or College Retention, Promotion, and Tenure Committees.
C. Administrative Removal: The Vice President of Academic Services, in consultation with the relevant Dean, may remove an individual from his/her Associate or Assistant Dean assignment based on unsatisfactory annual evaluation or for other reasons that make continuation of the Associate or Assistant Dean in that administrative capacity detrimental to the department or the College.

X. Department Chairs.

A. Chairs have part-time administrative assignments, typically with no more than a 50% administrative assignment as chair and with 10-month contracts, compensated according to the Workload Policy (Policy 3-10) and Workload Model. Chairs are selected by the faculty of the department in conjunction with College administrators.

B. Department Chairs are additional assignments, not positions. A faculty member with a position, rank, and tenure in a DSC academic department who accepts assignment as a Department Chair retains the faculty status and rank during his/her assignment as chair, but no tenure is given for the position of Chair. Typically, Department Chairs are tenured faculty members. If a tenure-track faculty member in a DSC academic department accepts assignment as a Department Chair, s/he continues on the tenure-track during his/her assignment as Department Chair. No tenure is given for Department Chair assignments.

C. Department Chairs are assigned for terms of not more than three (3) years, and may be renewed for a second term of three (3) years after evaluation as outlined in the Faculty and Academic Administrator Evaluation policy (XXX) and reelection by Department faculty. Very rarely will Department Chairs be assigned to more than two (2) consecutive terms.

D. Coordinators and Directors of programs which issue degrees and/or certificates should be selected in the same method as Department Chairs and will fulfill the duties of a Department Chair, but the selection and duties will reflect any additional criteria required for program management and applicable specialized accreditations.

XI. Selection of Department Chairs.

A. For this portion of the policy, Dean shall refer to the academic administrator assigned first level supervision of the department. This will typically be a Dean, Assistant Dean, or Associate Dean. If an Associate Dean or Assistant Dean is the administrator charged with handling the selection of a Chair, this policy assumes
that the Associate or Assistant Dean will confer with the Dean, just as the Dean will confer with the Vice President of Academic Services.

B. Prior to March 1 in the year a Department Chair will be selected: When a Department Chair must be selected, the Dean of the School in which the Department is organizationally housed shall privately survey all the full-time, regular, tenured and tenure-track department faculty in the department to determine which members would be willing to serve as chair.

i. If no the full-time, regular, tenured and tenure-track faculty member in the department is willing to serve as Chair, the Dean of the School and the Vice President of Academic Services may reorganize or combine departments.

ii. If reorganization is not appropriate, the Dean of the School and the Vice President of Academic Services may, at their discretion, conduct a hiring search for an individual to serve as Department Chair. In this case, the voting procedures listed below are not mandated, but the term limits listed above will apply.

D. The Dean shall, in consultation with the Vice President of Academic Services, select a slate of candidates from those the full-time, regular, tenured and tenure-track department faculty willing to serve as Chair. If only one candidate is proposed, an election shall still take place.

E. Prior to April 1 in the year a Department Chair will be selected: The Dean shall conduct a secret ballot vote of the full-time, regular, tenured and tenure-track department faculty on the slate of candidates.

i. The candidate receiving the highest number of votes from the full-time, regular, tenured and tenure-track department faculty and at least a simple majority of those votes (over 50%) will be assigned as Department Chair. If no candidate receives a simple majority, a second vote between the two candidates receiving the highest number of votes shall be taken. The candidate receiving the most votes shall be assigned as Chair.

ii. If a sole candidate does not receive a simple majority of votes, the Dean shall meet with the full-time, regular, tenured and tenure-track department faculty, individually or in group(s), to discuss the unacceptability of the proposed Department Chair and attempt to reach consensus.
iii. The Dean and the Vice President of Academic Services will then decide whether to propose another candidate for Department Chair or assign the individual who had previously been voted on.

XII. Responsibilities & Duties of Department Chairs.

A. Teaching: Department Chairs have teaching assignments and should dedicate themselves to that primary function of their work with the same attention they had when teaching full-time, proportional to the teaching assignment.

B. Planning: Working with department faculty, Chairs shall coordinate planning and enhance the academic activities of the Department, enjoining all department faculty to be involved in planning for such things as budget expenditures, curriculum growth and change, staffing, new programs, facilities, assessment, etc.

C. Oversee Curriculum: Chairs shall approve and submit all curriculum changes to the Curriculum Committee; represent the Department on Curriculum Committee. Represent Department, or designate a representative, at statewide “Majors Meetings” and other functions; and oversee annual curriculum assessment activities and analysis of the collected information.

D. Scheduling and Management: In conjunction with the Dean and/or Associate/Assistant Deans, Chairs shall schedule and staff courses and sections, and ensure appropriate workload for faculty; oversee departmental budget by allocating resources and ensuring balances budget; approve all purchases and expenditures.; and submit and defend annual budget requests.

E. Supervision and Evaluation: In conjunction with the Dean and/or Associate/Assistant Deans, Chairs shall hire adjuncts instructors with appropriate qualifications, chair hiring committees for faculty and staff employees, mentor probationary and auxiliary faculty, evaluate staff, facilitate student evaluations of instruction, participate in supervisor evaluations of faculty and staff, ensuring appropriate application of relevant College policies.

F. Conflict Mediation and/or Resolution: Chairs are the first line of arbitration for disputes between faculty and students, faculty members, and faculty and administration, and shall ensure appropriate application of College employment policies and the Student Rights and Responsibilities Code.

G. Generate Program Proposals and Reviews: Chairs are responsible for preparing new program proposals for submission to Curriculum Committee, and assessing
program effectiveness through Program Reviews that meet the requirements in a timely manner.

H. Serve as the Contact Person: Chairs shall be available to students, other campus personnel and departments, and outside entities to provide authorizations, answers, and information.

XIII. Resignation or Removal of Department Chair.

A. Because of their professional obligation to their Department and the College, Department Chairs who plan not to seek renewal of their assignment or who wish to resign before the end of their current term of assignment should inform the relevant Dean and the Vice President of Academic Services in writing no later than January 1 of the year in which they want their assignment to end (typically on June 30).

B. Administrative Removal: The Vice President of Academic Services, in consultation with the relevant Dean, may remove an individual from his/her Department Chair assignment based on unsatisfactory annual evaluation or for other reasons that make continuation of the Chair in that administrative capacity detrimental to the department or the College.

C. To seek removal of a Department Chair from an assignment, two-thirds of the full-time, regular, tenured and tenure-track faculty must sign a petition to that effect. The petition should be delivered to the relevant Dean and the Vice President of Academic Services.

i. The Dean and the Vice President of Academic Services shall deliberate and may either accept the petition and remove a Department Chair from the assignment or reject the petition and retain the Department Chair in the assignment.

ii. The resignation or removal from a Department Chair assignment shall have no bearing or impact on future retention, rank, or tenure deliberations or decisions made by division, school, or College Retention, Promotion, and Tenure Committees.

D. If a Department Chair resigns or is removed during his/her term, an Interim Department Chair shall be appointed by the Dean and the Vice President of Academic Services. At a maximum, the Interim Department Chair shall serve until the next June 30, with a vote for Department Chair proceeding as outlined above.
28.1.2 Departments: Department chairs report to either the Dean of Business and Technology, the Dean of Arts, Letters, and Sciences or the Dean of Computer Information Technology.

28.1.2.1 The following department chairs report to the Dean of Business and Technology:

28.1.2.1.1 Business Department.

28.1.2.1.2 Nursing and Health Occupations Department.

28.1.2.1.3 Technology Department.

28.1.2.2 The following department chairs report to the Dean of Arts, Letters, and Sciences:

28.1.2.2.1 Science Department.

28.1.2.2.2 Composition Department.

28.1.2.2.3 Fine and Performing Arts Department.

28.1.2.2.4 Humanities and Social Science Department.

28.1.2.2.5 Family and Consumer Science/Physical Education Department.

28.1.2.3 The department chair of Computer Technologies Department reports to the Dean of Computer Information Technology.

28.2 DUTIES OF DEPARTMENT CHAIRS: The department chairs' duties are to be commensurate to their remuneration. For example, if a department chair receives five hours of released time per semester, her/his duties should be equivalent to those required in teaching a five-hour course. If s/he is compensated at five hours per semester, her/his work load should be neither significantly less nor significantly more than what is appropriate for five hours of compensation. Being department chair should be neither an unjust burden for which one is not compensated, nor should it be an unjust benefit for which one does insufficient work.

28.2.1 Teach: It should be made clear that department chairs are primarily teachers and only secondarily administrators. During the time that they serve as chairs, they will be teachers who, for a period of time, serve their fellow faculty members, after which they will return to teaching full time. Even while serving as department chairs, their administrative duties will remain a relatively minor portion of their work load, and they are to devote themselves first and foremost to their teaching.

28.2.2 Plan: Strategic planning will be an activity that happens at all levels of administration. Department chairs will be responsible to coordinate planning for their departments. All department members are to be involved in planning, each having an equal opportunity for input. Working with department members, chairs are to develop plans concerning such things as budget expenditures, curriculum, and staffing, which they will bring to the deans. The deans will coordinate
planning among the respective departments and ensure that strategic planning drives the budgets.

28.2.3 Schedule and Manage: Department chairs are to help the dean make decisions about such things as how many sections of a course should be offered, how to most efficiently meet a program's needs, and how to creatively address distribution of workload and enrollment.

28.2.4 Be Available on Campus: Department Chairs will be subject to the same restrictions on overloads as any faculty member. However, being department chair will also require that chairs, first, attend regularly scheduled department chair meetings, and second, remain on campus, available to students, fellow faculty, and administrators, between the hours of eight and five, Monday through Friday.

28.2.5 Other: The deans may ask department chairs to help them perform some of the dean's duties—with the proviso that the dean always acknowledges the limitations on the department chairs' time. Deans are to ensure that the department chairs' duties are neither unjustly burdensome nor unfairly light.

28.3 APPOINTMENT OF DEPARTMENT CHAIRS: Department chairs are selected jointly by faculty in the department and by the dean and academic vice president. Faculty initially narrow the field of candidates, and from names submitted, the dean and vice president appoint department chairs. The process has the following steps:

28.3.1 In April or May of a selection year, the division dean will accept nominations for a new chair or for the reappointment of an existing chair.

28.3.2 In the event that two or fewer persons are nominated, the name(s) of the person or persons applying will be forwarded to the dean and academic vice president, who will conduct interviews and appoint the chair.

28.3.3 In the event that three or more candidates are nominated, a secret ballot will be prepared, listing the names of candidates and an option for abstaining. The ballot will be delivered to all full-time faculty in the department to determine the two or three receiving the most votes.

28.3.4 Two or three names will be submitted to the dean and vice president, and they will conduct interviews and appoint the department chair.

28.4 TERM OF OFFICE OF DEPARTMENT CHAIRS: The term of office is as follows:

28.4.1 Department chairs are normally appointed to serve three-year terms, with some initial four-year terms, according to the need to have alternating departure scheduled. (See 28.4.3, below)

28.4.2 A department chair may be nominated and appointed for successive terms.

28.4.3 In both divisions, the appointment of chairs shall be scheduled so that not all chairs will leave office at once. For this purpose, it may be necessary to have some chairs be appointed to either a two-year term, or a four-year term. Such a
departure from the normal three-year term will be done under the approval of the college president.

28.5 INTERRUPTION OF OFFICE: Policies governing interruption of office are as follows:

28.5.1 Vacancy of office:

28.5.1.1 In the event that a chair's position becomes vacant with more than one year left in the term, an interim election procedure will be undertaken to appoint a new chair to fill the remainder of that term.

28.5.1.2 In the event that a chair's position becomes vacant with less than one year left in the term, an interim election procedure will be undertaken to appoint a new chair to fill the remainder of that term, plus another three-year term.

28.6 REMOVAL FROM OFFICE: Policies governing removal from office are as follows:

28.6.1 In the event that a department so chooses, at any point during the chair's term, the department members may draft a removal petition, and, with two-thirds of the signatures of the full-time department membership, they may submit that petition to the academic vice president, who may either accept that petition and remove the chair from office, or reject that petition and retain the chair in office.

28.6.2 In the event that a dean, after an appropriate evaluation process that includes written reviews and warnings, and a reasonable amount of time to allow for improvement, finds the chair's performance unsatisfactory, she or he may submit a letter requesting that the academic vice president remove the chair. The academic vice president may either accept that recommendation and remove the chair from office, or reject that recommendation and retain the chair in office.

28.6.3 REMUNERATION: See the Faculty Workload Policy, 3-10.

XIV. Programs.

A. Discipline or curriculum oriented programs within departments exist in various formats: some offer degrees and certificates, others function more like teams. Program directors and coordinators may or may not be compensated for their administrative efforts according to the Workload Policy (3-10) and Workload Model, or by the Dean who has a specific amount of reassigned time to use in these circumstances. Usually, these directors and coordinators are assigned by the Chair, Associate or Assistant Dean, or Dean. In all cases, these groups of faculty and curriculum are under the aegis of a Dean, who is ultimately responsible for the administrative duties and performance of such programs, and also under an Associate or Assistant Dean and Department Chair as those positions exist.

28.1.3 Programs: Groups of faculty members may wish to maintain program identities within the departments. For example, within the Department of Fine and Performing Arts, the theater arts program, visual arts program, or music program may wish to maintain
identity as a group with shared interests and concerns. While these smaller units may be established, the day-to-day work of administration will occur at the department level. Because the department chairs are responsible to perform routine duties for their department, a program director, if appointed, will not be compensated for conducting administrative duties.