

II. ADMINISTRATIVE ORGANIZATION

II-A ADMINISTRATIVE OFFICERS

- A. Primary responsibility for Southern Nazarene University operations is assigned to the administrative officers of the University by the Board of Trustees. These officers are responsible for current operations as well as both short-range and long-range planning.
- B. The relationship of the trustees to the administrative officers is shown in Figure 1. Also shown is the relationship of administrative personnel to the University president and to each other.
- C. The president is the chief administrative officer of the University. The major administrative officers are assigned the responsibility of directing the activities and planning for certain identified University functions. Associates and assistants work with the major officers for efficient and effective operation and planning.
- D. This section identifies the major officers (the president, provost and vice provosts) and associate or assistant officers and their respective duties and responsibilities related to academics. Other cabinet officers (vice presidents) and their associates or other directors are summarized in Appendix G.

II-B PRESIDENT OF THE UNIVERSITY

- A. The president of the University is elected by the Board of Trustees, to whom the president makes an annual report of the work and condition of the University. The president has the power of supervision of all departments of the University and is directly responsible to the Board of Trustees for administration of all policy and programs. The president is the official reporter to the board in all matters of internal structure and operation of the University.
- B. It is the president's duty to provide for and/or insure:
 - 1. Maintenance and promotion of a broad view of the mission, goals, and objectives of the institution.
 - 2. Planning and implementation of a program of instruction, research and service to meet the needs of the students including providing for a qualified faculty and staff.
 - 3. Recruitment, enrollment and supervision of qualified students.
 - 4. Adequate financing through the capital and current operational budgets, as well as leading periodic fundraising efforts to supplement operational funds.
 - 5. Appropriate plant management, budgeting, accounting, auditing, purchasing and financial reporting.
 - 6. Development of the administrative structure for effective leadership.
 - 7. Well-defined and clear channels of communication throughout the entire organizational structure.
 - 8. Regular dissemination of information about the University to all of its publics.
 - 9. Representation of the total interests of the institution as a member of the Board of Trustees and as ex officio member of all councils and committees of the administration and faculty.
 - 10. Thorough awareness of trends in the higher educational and Christian communities, and representation of the University in and to these constituencies.
- C. Specifically, the president is responsible for the following functions, recommendations, appointments, and nominations:
 - 1. Recommends to the Board the granting of all degrees and diplomas to qualified candidates, and signs diplomas awarded by the University.
 - 2. Signs, with any other proper official of the University, any deeds, mortgages, bonds, contracts, or other instruments, which the Board of Trustees has authorized to be executed.
 - 3. Plans the agenda for, and presides at all meetings of the administrative officers.
 - 4. Chair the University Budget Committee.
 - 5. Secures speakers for Commencement activities.
 - 6. Recommends to the board for approval all administrative officers and faculty members, including assignment of academic rank for faculty.
 - 7. Recommends to the Board any major fiscal adjustments, including student charges and administrative and faculty compensation alterations.

II-C PROVOST OF THE UNIVERSITY (See Fig. 2)

- A. The provost is the senior administrative officer of the institution for campus affairs. This officer reports to the president and is responsible for oversight of the academic, student development, athletic and spiritual development areas. When necessary, the provost will coordinate interfaces among other administrative areas as well. In close

communication with the president, the provost will coordinate the planning, budgeting, organizational structuring, staffing and evaluating of the areas supervised.

B. Responsibilities and Duties:

1. Acts as the chief academic officer of the University and supervises all academic functions of the institution.
2. Coordinates the overall work of SNU academic programs in collaboration with the vice provost and dean of the Undergraduate College, the vice provost and dean of the College of Professional and Graduate Studies, and the vice provost for academic administration.
3. Oversees the student development, spiritual development, and athletics areas, including intercollegiate athletic programs, the Athletic Committee, and general direction of the athletics program.
4. Works closely with vice presidents, vice provosts and deans, and directors who have primarily campus-focused responsibilities in advocacy, planning, budget, program development, encouragement and support of new programs, and recruitment of the best available professionals.
5. Coordinates efforts among all administrative officers developing mechanism whereby areas of responsibility are increasingly integrated and more closely coordinated as internal and external purposes require.
6. Represents the president when travel or other circumstances require the president's absence.
7. Represents the president and, as delegated, the institution to the educational and Christian communities.
8. Collaborates with the president and vice presidents in shaping campus culture, focus, and future direction.
9. Directs and coordinates the strategic planning function of the University.
10. Signs all University degrees and diplomas awarded by the University and presents all candidates to the president for graduation.
11. Sets the University's academic calendar in consultation with the vice provosts.
12. Serves as coordinator of campus response to emergency events, natural disasters, or other crises and announces the closing of all classes.
13. Plans for development of online and distance learning.
14. Provides informational materials and reports for the president, and to other constituents, as requested.

II-C-1 VICE PROVOSTS (See Fig. 2)

A. Joint responsibilities of vice provosts in consultation with provost:

1. Meet regularly as members of the Deans' Table, the senior academic leadership team.
2. Coordinate the overall work of SNU academic programs.
3. Initiate, support, and evaluate the active integration of faith and learning among the faculty of the University.
4. Implement appropriate procedures for review and improvement of student learning outcomes and unit objectives in the respective academic units of the University they supervise.
5. Coordinate and review content for major academic publications and reports.
6. Encourage and support academic research, publication and public service of the faculty.
7. Recommend persons for appointment as department/school chairs and program/unit directors.
8. Seek ways of cooperating with other institutions in academic programs.
9. Formulate and supervise the academic and instructional budgets and supervise approved expenditures in their areas with respective chairs.
10. Recommend to the director of human resources and coordinate with department/school chairs and program/unit directors the employment of all staff assistance in academic offices.
11. Conduct regularly scheduled evaluation interviews with faculty and academic support unit directors in their respective reporting areas as part of the overall faculty assessment and staff evaluation programs.
12. Cooperate with appropriate committees in recommending, seeking appropriate faculty and Board of Trustee approvals and implementing academic policy.
13. Coordinate faculty meetings and chair such meetings at the request of or in the absence of the president.
14. Serve on the SNU Experience Team, University Budget Committee, and Strategic Planning Commission.
14. Make an annual report to the provost covering all areas of responsibility.

II-C-1-a VICE PROVOST FOR ACADEMIC ADMINISTRATION

A. The vice provost for academic administration is appointed by the Board of Trustees on the recommendation of the president and is responsible to the provost.

B. Responsibilities and Duties:

1. Responsible for university-wide educational effectiveness programs, including regional accreditation, program review, and assessment of learning outcomes.

2. Works with the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC) to coordinate required reports and evaluations and with other appropriate state or association accrediting agencies.
3. Reviews accreditation documents and reports from all academic areas to inform institutional accreditation.
4. Coordinates selection, scheduling, and reporting for all major institutional assessments and inventories and works with appropriate offices to promote review and action on outcomes.
5. Coordinates mechanisms for tracking, assessing, and reviewing student learning outcomes and assessment programs of the University and the ongoing evaluation processes within academic units.
6. Oversees consistency of institutional information generated in support of strategic planning, external reporting, accreditation, assessment, and grant seeking.
7. Supervises personnel in academic support areas including the registrar, director of the library, director of planning and research information, director of the Academic Center for Excellence, director of academic computing and the SNU network, director of the testing center, the director of General Education, and the (co)director(s) of the Honors Program.
8. Plans jointly with the director of academic computing and the SNU network and the vice president for financial and business affairs for assessment and development of institution-wide technology services.
9. Coordinates support of the General Education curriculum and program by academic support areas essential to its successful implementation.
10. Encourages and supports undergraduate research for both traditional and professional studies students.
11. Coordinates institutional grant seeking for projects related to academic programs and oversees program development and reporting for awarded academic grants.
12. Convenes and chairs meetings of academic support unit directors related to the routine operation of academic support for departments/schools/programs.
13. Acts as the chair of Faculty Professional Development Committee, Commencement Committee, Technology Advisory Committee, the Higher Learning Commission Steering Committee, the Student Learning Committee, and is ex officio member of the Academic Council and Graduate Council.
14. Serves as chair of the SNU Experience Team [formerly Provost's Council] in the absence of the provost.
15. Serves on the Athletic Council, Admission and Retention Committee, Scholarship Committee, Emergency Planning Committee, Honors Program Advisory Council, and Library Collection Development Committee.
16. Approves assistance for faculty professional development activities recommended through the Faculty Professional Development Council.
17. Oversees implementation of arrangements for Commencement exercises.
18. Approves and assigns all academic room space, including faculty offices and classroom space in every building.
19. Oversees periodic revision of the Faculty Handbook.
20. Coordinates publication and dissemination of the University academic catalog and other major academic publications and reports.

II-C-1-b VICE PROVOST AND DEAN OF THE UNDERGRADUATE COLLEGE

- A. The vice provost and dean of the Undergraduate College is appointed by the Board of Trustees on the recommendation of the president and is responsible to the provost.
- B. Responsibilities and Duties:
 1. Plans the annual schedule of course offerings, examinations, and other academic events in consultation with department/school chairs, provost and the registrar.
 2. Assigns teachers to all classes and monitors faculty workload in relation to institutional guidelines.
 3. Works in cooperation with the University registrar for decisions and announcements regarding closing or reassignment of individual classes as necessary.
 4. Acts as chair of the Publications Advisory Board, the Academic Council, and the Who's Who Selection Committee, and serves on the Honors Program Advisory Council, the Commencement Planning Committee, the HLC Steering Committee, the Student Learning Committee, the Teacher Education Advisory Committee and Governance Unit and the Budget Committee.
 5. Administers the attendance regulations of the University, directs the academic counseling of the University, supervises probation regulations and enforces stated academic standards.
 6. Approves the academic program of study for traditional undergraduate students and approves waivers and substitutions in keeping with academic policy.
 7. Coordinates the implementation of the General Education curriculum in cooperation with the director of General Education and appropriate department/school chairs.
 8. Participates in the evaluation process for faculty in traditional undergraduate programs.

9. Assists the provost in preparing necessary reports, proposals, and evaluations related to traditional undergraduate program areas.
10. Convenes and chairs meetings of department/school chairs related to the routine operation of academic departments/schools.
11. Directs honors and awards programs to recognize outstanding students for academic achievement.
12. Approves assistance by the University for advanced learning and attendance at professional meetings by faculty.
13. Stores information on each faculty member including personnel data, professional activities, contracts, and all materials related to faculty assessment.
14. Employs substitute or temporary teachers, with the approval of the provost and president, as needed to keep classes functioning.
15. Supervises the heads of teaching departments, instructional staff and auxiliary programs related to instruction. (e.g., School for Children).
16. Recommends the employment of instructional faculty and department/school chairs, recommends salary schedules to the provost and president, and prepares faculty contracts.
17. Coordinates with department/school chairs of the undergraduate programs the implementation and follow-up for the student learning assessment program of the University and the ongoing process of program evaluation.

II-C-1-c VICE PROVOST AND DEAN OF THE COLLEGE OF PROFESSIONAL AND GRADUATE STUDIES

- A. The vice provost and dean of the College of Professional and Graduate Studies is appointed by the Board of Trustees on the recommendation of the President and is responsible to the provost.
- B. Responsibilities and Duties:
 1. Chair of the Graduate Council.
 2. Works with the provost, vice provost and dean of the Undergraduate College, the vice provost for academic administration, and graduate coordinators in coordinating the graduate curriculum with the undergraduate curriculum.
 3. Supervises the directors of graduate studies programs.
 4. Approves admission to graduate studies.
 5. Approves programs of studies for graduate and adult studies students and approves final copies of master's theses on recommendation of graduate coordinator.
 6. Leads in the development of graduate and adult studies curricula and directs institutional studies relating to graduate work.
 7. Keeps cumulative record on all graduate and professional studies students.
 8. Participates in and coordinates the assessment process for graduate and professional studies faculty.
 9. Coordinates administration of all professional studies programs and supervises the professional studies program directors and assistants including, OL and FSG academic coordinators, the director of Prior Learning Assessment, the director of admissions, and all staff support.
 10. Approves expenditures for all graduate and professional studies programs including marketing, recruiting, and admissions.
 11. Provides oversight and supervision for all programs, personnel, and facilities associated with the Tulsa Center.
 12. Works through the Academic Council for development of undergraduate policies and procedures related to functioning of professional studies programs.
 13. Represents the University at professional meetings related to continuing and nontraditional programs.
 14. Assists the provost in preparing necessary reports, proposals, and evaluations related to graduate and professional studies.
 15. Coordinates with program directors the implementation and follow-up for the student learning assessment program of the University and the ongoing process of program evaluation.
 16. Serves on the Academic Council, Faculty Professional Development Council, Commencement Planning Committee, and Strategic Planning Commission.

II-D POSITIONS DIRECTLY RELATED TO ACADEMIC AFFAIRS

II-D-1 Registrar (See also Fig. 6 and Appendix G)

- A. The registrar is appointed by the president and reports to the vice president for enrollment management and coordinates with the vice provost for academic administration, vice provost and dean of the College of Professional and Graduate Studies, and the provost in the following academic responsibilities.

B. Responsibilities and Duties:

1. Maintains academic records for all students.
2. Coordinates through the vice provost and dean of the College of Professional and Graduate Studies appropriate procedures for registrar functions performed and records temporarily maintained by the college personnel.
3. Classifies students.
4. Conducts entry audits for all new and transfer students and evaluates transcripts of transfer students.
5. Supervises records for all international students related to their admission and continuance as students at SNU.
6. Supervises the registration process and oversees mechanisms and processes required for student registration.
7. Promotes effective advising practices among faculty and relevant campus offices.
8. Supplies transcripts of student records.
9. Maintains records of transcript requests.
10. Provides financial assistance office accurate information for scholarship evaluation.
11. Keeps an accurate record of all scholarships.
12. Oversees mechanisms for faculty grade reporting.
13. Checks requirements for all degrees.
14. Prepares University diplomas.
15. Controls the system of course numbers for the catalog.
16. Maintains and updates degree requirements for the catalog.
17. Keeps a complete file of all Southern Nazarene University catalogs and academic program handbooks.
18. Ensures that academic records are maintained and developed in usable and accessible electronic formats.
19. Provides official academic data for support of institutional research, strategic planning, assessment, accreditation, and grant writing.
20. Keeps a file of all public programs of the University.
21. Promotes ongoing training and professional development of the registrar's office staff to maximize services to the University.
22. Devises improvements for record keeping.
23. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services.
24. Acts as secretary for faculty meetings and keeps minutes on file.

II-D-2 Director of the Library

A. Responsibilities and Duties:

1. Operates the budget covering costs of operating the library so as to obtain the best materials and service possible.
2. Updates internal acquisition budget allotments based on appropriate formulas for academic libraries.
3. Works with the vice provost for academic administration to seek grant funding for special projects.
4. Recommends timely and affordable avenues of access to academic materials needed to support teaching and learning in across curricular areas of the University.
5. Selects and purchases library resources for the general and reference collections.
6. Purchases specialized materials requested by department heads so far as departmental allowances permit.
7. Develops consortia agreements beneficial to providing academic resources.
8. Leverages and integrates digital resources to enhance learning and research.
9. Supports research in all academic sectors of the institution.
10. With the aid and advice of the Library Collection Development Committee, plans the improvement of the library in quality and service.
11. Implements long-range planning and systematic evaluation to ensure providing exemplary library services and facilities.
12. Maintains and plans for changes and improvement in the library facilities.
13. Regularly surveys library holdings in the various fields so as to insure the library's being up-to-date.
14. In consultation with Library Advisory Group, formulates and updates policies and procedures concerning the library's resources.
15. Supervises library orientation programs for new students (traditional, professional and graduate studies).
16. Contributes to information literacy education across the University.
17. Advises the University community on academic integrity issues, including copyright and fair use.
18. Supervises staff in all areas of library operations, including acquisitions, cataloging, reference, circulation, reserve, periodicals, and archives.

19. Promotes ongoing training and professional development of library staff to maximize services to the University and patron communities.
20. Coordinates all aspects of library information technology, including ongoing development and improvement of technologies for delivering appropriate services for learners across University academic programs.
21. Makes an annual written report to the vice provost for academic administration.
22. Assists the vice provost for academic administration in locating and selecting professional staff members.
23. Supervises library publicity.

II-D-3 Director of Teacher Education

- A. The director of Teacher Education is appointed by the president and is responsible to the vice provost and dean of the Undergraduate College.
- B. Responsibilities and Duties:
 1. Coordinates all segments of the Teacher Education program.
 2. Leads in the development of teacher education curricula.
 3. Conducts institutional studies relating to teacher education.
 4. Participates in the selection of teaching personnel in areas involved in teacher education.
 5. Represents the University at professional meetings.
 6. Makes an annual report to the vice provost and dean of the Undergraduate College.
 7. Leads in the development of policies relating to selection and preparation of student teachers.
 8. Serves as ex officio chair of the Teacher Education Advisory Council and Governance Unit.
 9. Serves as a member of the Academic Council.
 10. Counsels with faculty members engaged in teacher education.
 11. Serves as the official University representative to the State Department of Education.

II-D-4 Director of General Education

- A. The director of General Education is appointed by the president and is responsible to the vice provost for academic administration.
- B. Responsibilities and Duties:
 1. Supports General Education faculty development and innovation.
 2. Makes recommendations for funding of faculty development projects and requests for support materials related to General Education curriculum.
 3. Makes recommendations for in-service or workshops devoted to development of General Education faculty and promotion of program objectives.
 4. Coordinates efforts with other campus committees devoted to overall curricular improvement, such as Writing across the Curriculum.
 5. Cooperates with the Office of Student Development to coordinate planning for New Student Institute.
 6. Cooperates with the Office of Academic Affairs and with school and department chairs in the recruitment, selection, training, assignment, and supervision of full- and part-time General Education faculty.
 7. Participates in the faculty evaluation process with periodic faculty reviews of General Education faculty and recommendations of General Education faculty for promotion and tenure.
 8. Assists new General Education faculty in understanding objectives and functions of the General Education program.
 9. Communicates program requirements and principles to students, faculty advisors, and the Offices of Academic Affairs, the Registrar, and Student Development.
 10. Participates in and monitoring the effectiveness of the audit and petition processes as they relate to the General Education requirements.
 11. Supervises the evaluation of transcripts of transfer students and external professional/continuing education programs regarding proficiencies and coursework needed for graduation.
 12. Develops and refines, along with the vice provost and dean of the Undergraduate College and department/school chairs, a master schedule for General Education courses.
 13. Supervises and directs the mechanics of General Education program assessment with the assistance of the Offices of Information Technology and Institutional Research, and the Testing Center.
 14. Serves as a member of the Academic Council.
 15. Prepares an annual report for the vice provost for academic administration.

II-D-5 Director of the Testing Center

A. Responsibilities and Duties:

1. Provides consultation in matters of testing policies and practices for other campus areas such as Academic Council and Office of the Registrar.
2. Serves as a consultant for assessment.
3. Oversees the administration of tests as a national center for CLEP and ACT.
4. Supervises the administration of local tests such as residual ACT and Watson-Glazer.
5. Preserves the confidentiality and accuracy of testing records and scores.
6. Supervises the lending and returning of testing service materials to qualified profession in area clinics and schools.
7. Trains testing service personnel and monitors the use of tests so as to be in accord with the American Psychological Association's *Codes of Ethics*.
8. Recommends to the vice provost for academic administration persons to be employed as testing center manager or secretary to the testing center.
9. Supervises the work of the testing center manager, and maintains the security of testing materials while on campus.
10. Supervises the acquisition of examination copies, testing supplies for other departments and testing materials so as to have adequate materials when needed and supervises the return of testing materials to comply with the requirements of various test vendors.
11. Attends appropriate professional meetings and workshops, and reads appropriate literature to keep abreast of the developments in the field of testing especially for examinations such as CLEP.
12. Provides information about testing programs to students, faculty, and nonstudent candidates.
13. Sends test score reports as requested by candidates and maintains necessary records.
14. Supplies data and reports as needed for institutional reports.
15. Recommends adequate facilities and equipment to ensure an atmosphere for fair testing that is free from distractions and academic integrity violations.
16. Serves on ad hoc committees that deal with testing issues.
17. Administers special ACT tests to disabled persons, administers and interprets the Strong-Campbell Interest Inventory upon individual request, and refers persons to other centers for tests we do not administer.
18. Maintains a professional reputation with colleagues at other college and university testing centers.
19. Makes an annual written report to the vice provost for academic administration.

II-D-6 Director of Institutional Information and Reporting

A. Responsibilities and Duties:

1. Promotes institutional and environmental understanding through the timely collection, analysis, and dissemination of information supporting institutional planning, policy formulation, and decision making.
2. Contributes requested resource data to inform institutional processes in retention, strategic planning, budgeting, grant seeking, and accreditation as needed.
3. Maintains and updates all types of institutional statistics in the form of historical data, trends, and projections, with graphs.
4. Publishes annual SNU Factbook and KPI's.
5. Responds to questionnaires and requests for data or information and provides institutional information for standardized and collaborative projects in higher education.
6. Assures accuracy and consistency of reporting information for internal analysis and external audiences.
7. Makes an annual written report to the vice provost for academic administration.

II-D-7 Director of the Academic Center for Excellence

A. Responsibilities and Duties:

1. Supervises and manages the academic support services provided by the ACE faculty and staff, including Academic Services, Disability Services, and the Academic Resource Center.
2. Plans for continuous improvement of services delivered through ACE by seeking out and evaluating the potential effectiveness of services and programs that facilitate student success in the University environment.
3. Oversees provision of appropriate tutoring support for SNU undergraduates.

4. Monitors the academic progress of students who are provisionally admitted to the University and students on various levels of academic probation.
5. Assists the registrar and vice provost and dean of the Undergraduate College as requested in evaluating incoming students for provisional admission status.
6. Recommends modifications in criteria for provisional admission to the University as requested by the vice provost and dean of the Undergraduate College.
7. Provides oversight for curriculum development and staffing of academic success courses required for provisionally admitted traditional students.
8. Coordinates academic advising for traditional students who have not yet declared a major.
9. Assures provision of appropriate accommodations for students with documented disabilities.
10. Keeps abreast of regulatory and other changes in the higher education environment impacting the services that students receive through ACE.
11. Coordinates marketing and public relations efforts of services offered through ACE.
12. Serves as liaison with other campus units regarding the needs of at-risk students.
13. Collaborates with other campus programs to promote their support for the academic success, retention, and graduation of at-risk students.
14. Fosters relationships with University administrators, faculty, staff, and community members to further their support of the Academic Center for Excellence.
15. Participates in various state, regional, and national academic support services organizations and networks with other academic support directors.
16. Prepares and monitors budgets for Academic Services, Disability Services, and the Academic Resource Center.
17. Evaluates the impact of academic support services on student learning, academic performance, retention and graduation.
18. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services through ACE.
19. Makes an annual written report to the vice provost for academic administration.

II-D-8 Director of the Honors Program

A. Responsibilities and Duties:

1. Assists with recruitment, evaluation and admission of qualified students.
2. Recommends criteria for Honors Program admission.
3. Provides curriculum development and staffing oversight for honors courses.
4. Approves honors faculty with input from Honors Advisory Council.
5. Develops and implements cocurricular programs involving honors students, including the annual SNU Undergraduate Research Symposium, GRE preparation workshop, and the annual Honors Retreat.
6. Monitors the academic progress of students admitted to the Honors Program.
7. Oversees academic advising of students admitted to the Honors Program.
8. Coordinates planning, publicity and community/University communication related to program activities.
9. Serves as liaison with other campus units regarding the needs of honors students.
10. Collaborates with other campus offices and programs serving students with high academic achievement.
11. Prepares and monitors budgets for the Honors Program.
12. Coordinates regular evaluations of student satisfaction and curricular/program assessment.
13. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services through the Honors Program.
14. Makes an annual written report to the vice provost for academic administration.

II-D-9 Director of Information Technology

- A. Reports jointly to the vice provost for academic administration and the vice president for financial and business affairs. Provides administrative leadership for the development, maintenance and operation of SNU information technology and serves as the primary advocate for the use of technology in all programs of instruction. Provides support for organizational users by organizing and improving information technology resources and activities. Plans and directs all administrative and academic information systems activities for the University including improvements to the University operations and processes through new or improved systems.
- B. Responsibilities and Duties:

1. Directs all aspects of information technology to provide efficient, effective, and secure computer system services to meet organizational objectives and needs.
2. Analyzes the University's technology needs and projects information technology resource requirements including personnel, equipment, locations, and associated costs in coordination with the planning and budgeting cycle of the University.
3. Develops long- and short-range plans and strategies for achieving organizational objectives.
4. Reports to executive management on the performance of personnel, equipment, and systems performance; resource utilization, progress of information technology projects, significant trends in higher education technology, new technical developments, and potential areas of improvement.
5. Plans for improvements to University operations and processes through new or improved information technology systems, assesses proposed systems, identifies impact on current and planned resources, and recommends appropriate action.
6. Evaluates new hardware and software technology and assesses applicability to organizational requirements.
7. Develops and administers the overall policies, standards, procedures, and schedules for SNU Information Technology.
8. Organizes and prioritizes projects in accordance with administrative strategic planning and organizational goals and objectives.
9. Coordinates with appropriate University offices on all projects involving information technology and network services.
10. Provides recruitment, leadership, training, and supervision for information technology employees in both administrative and academic computing environments.
11. Ensures development, review and certification of the security of information systems and all information technology back-up and disaster procedures and plans.
12. Develops, coordinates, and provides oversight for all information technology operating budgets.
13. Identifies opportunities and potential areas of improvement for cost controls, improved resource utilization, and process improvements in current and proposed applications, hardware and software configurations, and organization structuring.
14. Represents SNU to external agencies servicing SNU information technology and manages vendor relationships, proposals, and contracts.
15. Makes faculty, staff and administrative offices aware of computing resources useful in following the mission and purposes of the University and provides training related to specific applications as needed.
16. Works with the SNU director of Network Services to provide training, encouragement and support to faculty involved in incorporating various aspects of technology into instruction.
17. Serves as spokesperson for internal and external audiences regarding the role of technology SNU.
18. Implements systematic benchmarking and assessment to ensure providing exemplary services.
19. Makes an annual written report to the vice president for financial and business affairs and to the vice provost for academic administration.

II-D-10 Director of International Student Services

- A. The director of International Student Services reports to the vice provost and dean of the Undergraduate College.
- B. Responsibilities and Duties:
 1. Counsels and directs prospective international students through the admissions process.
 2. Processes new international student applications.
 3. Partners with and offers support to SNU's international recruiters in their efforts.
 4. Serves as PDSO (Primary Designated School Official) for SEVIS, issuing I-20s to prospective international students and maintaining I-20s for current students.
 5. Directs orientation events for new international students as part of NSI events.
 6. Develops relationships with current and incoming international students.
 7. Promotes cultural awareness throughout the SNU campus community.
 8. Keeps informed of the students' academic performance through midterm and final grade checks, giving direction and guidance as well as communicating with professors about student academic concerns.
 9. Interfaces with community families to provide friendship/emotional support to individual students.
 10. Is available to international students, giving guidance and support.
 11. Participates in NAFSA (National Association of International Educators).

II-D-11 Director of the Center for Applied Studies in English

The director will be expected to provide leadership for the center through its inaugural development, to lead and coordinate the development of the ladder curriculum, to serve as a primary instructor for the center's program, to secure additional staffing and instruction (as needed), and to oversee all curricular operations necessary to deliver the center's intensive English program. The director will also work in conjunction with the Office of International Student Services to coordinate additional support services (recruitment, student life, etc.).

II-D-12 Director of the Ronald E. McNair Post-Baccalaureate Achievement Program

A. Responsibilities and Duties:

1. Serves as the project liaison with the U.S. Department of Education and prepares all required project reporting.
2. Serves as the program's public face to campus and community by coordinating public relations strategies and maintaining relations with nearby TRIO programs.
3. Responsible for all personnel management working within the administrative structure of the provost's office to select, supervise, and evaluate program personnel, recruit and select faculty mentors from research faculty and approve mentor-scholar matches, and conduct annual performance reviews of program staff.
4. Holds monthly staff meetings with all McNair program personnel to review and improve the effectiveness of program services and student performance.
5. Orients all McNair program staff members to individual program responsibilities, strategies for working effectively with participants, and procedures for documenting services, activities, and contacts.
6. Makes an annual written report to the vice provost for academic administration.

II-D-13 Director of Student Support Services

A. Responsibilities and Duties:

1. Administers the SSS project, supervises SSS personnel, prepares and monitors budgets, prepares program reports, and schedules and oversees assessments to ensure compliance with project goals and objectives.
2. Serves as the project liaison with the U. S. Department of Education.
3. Sets goals and determines strategies for recruiting new SSS participants to the program; reviews and approves SSS staff recommendations for new SSS admissions each term.
4. Establishes priorities for academic support mechanisms available to SSS participants.
5. Fosters relationships with University administrators, faculty, staff, and community members to further their support of the SSS program.
6. Works with other campus programs to promote retention, graduation, and enrollment in graduate and professional schools.
7. Meets with the SNU vice provosts regularly.
8. Serves on SNU councils and committees related to academic performance and governance: Academic Council, Student Life Council, Admission/Retention Committee, Athletic Council, and department/school chairs.
9. Acts as liaison between the project and other academic units and community agencies; coordinates public relations efforts of the program.
10. Participates in state, regional, and/or national TRIO and SSS conferences and meetings and networks with other state and national SSS program coordinators.
11. Makes an annual written report to the vice provost for academic administration.

II-D-14 Executive Director of the Zig Ziglar Center for Ethical Leadership

A. The executive director of the Zig Ziglar Center for Ethical Leadership reporting to the provost and is responsible for the development of the center and the oversight of all program elements.

B. Responsibilities and Duties:

1. Establishes and oversees the center to honor the life's work and teaching of founder Zig Ziglar.
2. Develops and delivers a life skills curriculum for incoming students as a part of their orientation to college.
3. Assists in the development and offering of ethical leadership degree programs at the undergraduate and graduate levels.
4. Provides organizational, goal setting and motivational training programs for students in a university setting.

5. Provides motivational training programs and workshops for corporate and not-for-profit entities, educational institutions, and faith-based institutions.
6. Provides leadership development seminars for both for-profit and not-for-profit business entities and church leaders.
7. Explores other training and development avenues for business, government, education and the church.