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1.4 The Administrative Organization

Saint Mary's College of California

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1.4 THE ADMINISTRATIVE ORGANIZATION

A primary purpose of the administrative organization of the College is to guarantee that the planning, execution and evaluation of all of the activities of the College take place in an orderly, efficient and beneficial manner. The administrative organization is revised from time to time to further these ends.

Section 1.4 contains general descriptions of certain positions within the College. These descriptions do not supplement or otherwise modify the official position description pertaining the described position, as maintained by the Human Resources Office and Academic Affairs.

1.4.1 THE PRESIDENT

The President is appointed by the Provincial of the San Francisco New Orleans District of the Brothers of the Christian Schools for a four-year term, renewable, and is responsible to the Board of Trustees. He is the chief executive and administrative officer of the College, and is vested with full and final authority in all matters pertaining to its government, educational programs, auxiliary services, and financial operations, within the limitations imposed by the approved policies of the Trustees, and the Charter and Bylaws of the College. He appoints the principal administrative officers of the College, and approves the appointment and retention of other administrative officers. He authorizes all faculty appointments, issues all contracts, and confers all promotions and tenure, informed by the recommendation of the Provost, who is advised by the appropriate academic officers and the Rank and Tenure Committee. He also approves all policies affecting non-academic personnel of the College. He is an ex-officio member of all College committees.

The administrative staff of the President consists of the Provost, the Vice President for Finance and Administration, the Vice President for Advancement, the Vice President for Mission, the Director of Athletics and Recreational Sports, the Executive Assistant to the President, and the General Counsel.

1.4.1.1 General Counsel

The General Counsel is appointed by the President. The General Counsel advises the President and the Board of Trustees and is the primary legal advisor to the College. In addition to the overall management of litigation that affects the College, the General Counsel, upon request, by the Board, President, Provost, Vice President for Finance and Administration or other officers, will review and/or draft College agreements and will advise and otherwise assist with questions regarding laws and regulations affecting the College.

1.4.1.2 Director of Athletics and Recreational Sports

The Director of Athletics and Recreational Sports reports to the President and administers the intercollegiate and recreational sport programs and the facilities of the College dedicated to these activities. The Director recommends to the Provost the appointment of all coaches and support staff and is responsible for: the Athletic Department's budget; NCAA, WCC, and other relevant athletic compliance and regulatory matters; grant-in-aid administration for athletes; athletic marketing and promotions, media relations, and fund raising. The Director provides coordination and leadership for the Campus Athletic And Recreational Sport Committee (see 1.7.3.10). The Senior Woman Administrator works closely with the Director on all matters and provides coordination and leadership for the Student-Athlete Advisory Committee. The Director is a member of the Cabinet. The Director, under the leadership and direction of the Provost, is responsible for working collaboratively with multiple, other organizational units on campus including but not limited to Admissions, Financial Aid, Human Resources, Business Office, Registrar, Advancement, College Communications, Staff Council, Academic Senate, Regents, and Trustees.

1.4.2 PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost and Vice President for Academic Affairs is appointed by the President as chief academic officer of the College for a term mutually agreed upon and is responsible to the President. As the administrative officer responsible for all academic affairs of the College (policies, personnel, programs, budgets), the Provost is vested with authority commensurate with such responsibility. The Provost recommends to the President the appointment, promotion, and retention of Vice Provosts, Deans, administrative staff, and all faculty. The Provost is a member of the President's Cabinet, chair of the Provost's Academic Council of Deans, and an ex-officio member of all committees in the area of academic affairs.

The administrative staff of the Provost to whom responsibility and commensurate authority are delegated are the Vice Provost for Academic Affairs, the Vice Provost for Enrollment and College Communication, the Vice Provost for Student Life, the Deans of the Schools, the Dean of the Core, Dean for Library and Academic Resources, the Chief Technology Officer, the Director of Institutional Research, the Director of Faculty Compensation, the Director of Assessment, and the Director of Business Operations.

1.4.2.1 Vice Provost for Academic Affairs

See 1.4.8

1.4.2.2 Deans, Academic Affairs

1.4.2.2.1 Dean of the School

The Dean of the School is appointed by the Provost for a term mutually agreed upon as its chief academic officer and is vested with the commensurate authority and responsibility for all aspects of the academic enterprise of the School (policy, planning, personnel, programs, budgets). The Dean reports to the Provost and recommends the appointment, promotion and retention of his/her administrative staff and of full-time faculty; appoints all part-time faculty; consults with the Provost on all matters relating to substantive revision of the academic policies and programs of the School and the appointment of chairpersons; collaborates with other Deans and with the Vice Provost for Academic Affairs in matters of mutual concern and especially with those involving overlapping policies, programs and faculty. There is a Dean for each of the four schools: Economics and Business Administration, Education, Liberal Arts, and Science.

1.4.2.2.2 Dean of the Core

The Dean of the Core is appointed by the Provost for a term mutually agreed upon and is vested with the commensurate authority and responsibility for all aspects of the academic enterprise of the core undergraduate programs at the College: Collegiate Seminar, January Term, the Core Curriculum, the Honors Program and the First Year Advising Cohort. The Dean reports to the Provost and recommends the appointment, promotion, and retention of his/her administrative staff and contingent faculty; consults with the Provost on all matters relating to the substantive revision of the academic policies and programs of the Core and the appointment of Directors of January Term, Collegiate Seminar, Advising, and the Honors Program, as well as the Chair of the Core Curriculum Committee, collaborates with other Deans and the Vice Provost for Academic Affairs in matters of mutual concern and especially with those involving overlapping policies, programs and faculty.

1.4.2.2.3 Dean for Library and Academic Resources

The Dean for Academic Resources and Library Director is appointed by the Provost and provides leadership for the staffs of the SMC Library, the College Archives, and the Museum of Art. The Dean is responsible for the development, accomplishment, assessment, and quality of the Library, Archives and Museum programs. The position

provides administrative supervision over the two areas and serves as liaison between campus academic and administrative offices and all of Academic Resources.

1.4.2.3 Director, Academic Affairs

If a director has the basic responsibilities of a department chairperson, the description of responsibilities and authority given under 1.4.2.4 (Duties of a Department Chair) applies to the director. If the director does not have such basic responsibilities, then reference must be made to a job description.

1.4.2.3.1 Director of Faculty Development

The Director of Faculty Development is a three-year appointment by the Provost and is responsible for designing and implementing programs to enhance faculty scholarship and teaching. Tenured faculty members are eligible to apply for the position when there is a vacancy, and the director will serve a three-year term, up to two terms. The selection process will be done by the Committee on Teaching, Learning and Scholarship in consultation with the Associate Provost for Faculty Affairs. The Director reports to the Associate Provost for Faculty Affairs and chairs the Committee on Teaching, Learning and Scholarship (1.7.4.10).

1.4.2.3.2 Director of the Collegiate Seminar Program

The Director of the Collegiate Seminar Program is appointed by the Dean of the Core in consultation with the Collegiate Seminar Governing Board (1.7.4.12). The Director is responsible in collaboration with the Governing Board, of which the Director is chairperson, for the organization and development of the program and the appointment, evaluation and development of faculty in the program. (This entails the basic responsibilities of a department chair as specified in 1.4.2.4). In collaboration with the Deans of the Schools and the Dean of the Core the Director is responsible for providing for the staffing needs of the program.

1.4.2.3.3 Director of January Term

The Director of the January Term is appointed by the Dean of the Core. The Director is responsible, in collaboration with the January Term Committee (1.7.4.11), of which the Director is chairperson, for the organization, development and evaluation of the January Term program, for the provision and appropriate staffing of needed courses in the context of the January Term, for approving courses proposed by faculty for the January Term in consultation with the January Term Committee, for the evaluation of faculty teaching in the January Term program and for exercise of appropriate jurisdiction over all faculty teaching in the program.

1.4.2.3.4 Director of Catholic Institute for Lasallian Social Action

The Director of the Catholic Institute for Lasallian Social Action is appointed by the Vice Provost for Academic Affairs, and provides leadership to the campus community in developing, promoting, and coordinating opportunities and resources to enhance student engagement in volunteer community service, social justice activities, and reflection experiences. The Director is responsible for developing a staff of professionals, students and faculty and for establishing an Advisory Board for this campus program. The Catholic Institute for Lasallian Social Action serves the campus community primarily as an action-oriented, information and referral center promoting a culture of service across the College.

1.4.2.3.5 Director of Center for International Programs

The Director of the Center for International Programs is appointed by the Vice Provost for Academic Affairs, and is responsible for the oversight of the Center for International Programs. This center provides study abroad opportunities to Saint Mary's students and

supervises the Intensive English Program. In addition, the center furnishes orientation, counseling and assistance to matriculated international students in both undergraduate and graduate programs. The Director is advised by the International Programs Coordinating Committee (1.7.3.7).

1.4.2.3.6 Director of Assessment

The Director of Assessment is appointed by the Vice Provost, and develops and oversees the implementation of academic assessment in ways that support the College's mission, heritage, values, and strategic initiatives. The Director coordinates Core Curriculum assessment and supports degree-level learning outcomes assessment; facilitates discussions of assessment and research findings with key constituencies; provides consulting support to academic departments and programs in their assessment, program evaluation, and accreditation efforts; and provides workshops and other educational opportunities for faculty and staff to enhance their knowledge and skills in the area of educational effectiveness. The Director also provides support for accreditation activities across campus, including preparation for WASC Senior Schools and Colleges Commission Schools accreditation.

1.4.2.3.7 Director, Office of Research

The Office of Research is appointed by the Provost, and is responsible for pre-award sponsored projects administration and for contributing to the growth of the research environment at Saint Mary's College. This includes funding opportunity identification, support and training for faculty proposal development, development of research administration policies and procedures in collaboration with other units, preparation of the annual Report on Faculty Research, Scholarship, and Creative Activity, and participation in other activities that increase the promotion, funding, and recognition of research at the College.

1.4.2.4 Department Chairs

Department Chairs are appointed by the Dean of the School for a three-year term, after consultation with at least the tenured members of the department. Chairs may be reappointed by the Dean after confidential evaluations have been solicited from all tenure-track members of the department and consultation has taken place with all tenured department members and others whose opinions the Dean deems may be helpful.

A Chair is a tenure-track faculty member, typically with tenure, chosen to provide collaborative leadership to academic departments by integrating their unit across the College, taking responsibility to ensure the integrity and quality of the SMC educational experience, and promoting productive and professional working relationships. The duties listed below reflect general areas shared by all department chairs. These duties are sometimes delegated to others, as appropriate.

Duties of a Chair

1. Departmental Organization

- a. Organize instruction (course assignment, course scheduling) and develop instruction (new courses, teaching effectiveness) within the department for the academic year;
- b. Hold regular, minuted departmental meetings;
- c. Ensure timely completion of the Program Review and Assessment process and accreditation documents, as applicable;
- d. Submit department budget proposals and exercise control over expenditures in the approved budget;

- e. Hear, ascertain the validity of, and respond to concerns and complaints that may be received from members of the department or from students who are taking courses in the department;
 - f. Oversee the student recruitment and admissions process, as appropriate;
 - g. Ensure that students in the department are being appropriately advised.
2. Faculty Management
- a. Manage the process of hiring new tenure-track faculty;
 - b. Recruit, and review the performance of, contingent faculty, based on the criteria in Article #14 of the Collective Bargaining Agreement: Performance Evaluation of the Collective Bargaining Agreement;
 - c. Manage a process of regular class visitation of departmental members: submit written evaluations of class visits to evaluated faculty and to their departmental files, and consult with faculty over their evaluations;
 - d. Review and discuss the implications of student and peer evaluations with all department faculty.
3. Rank and Tenure Review
- It is the responsibility of the chair to:
- a. Be familiar with and follow the procedures of the Rank and Tenure Committee as these pertain to the chair;
 - b. Maintain a current file for each tenure-track member of the department with relevant material of candidates for rank and tenure review; keep informed on candidates subject to interim review, those eligible for tenure, and those eligible for promotion; collect appropriate materials to be presented to tenure-track members of the department to assist them in their evaluation of the candidates;
 - c. Be responsible for the timely placement of the departmental forms in the candidate's rank and tenure file and of the formal letter from the chairperson for candidates subject to interim review, and of any appropriate letters of recommendations on candidates (see Rank and Tenure Procedures, section 2.6.2.2);
 - d. Visit the classrooms of faculty moving toward tenure and being considered for promotion at least once per term. For faculty moving toward tenure, a second classroom visit by a tenure-track faculty member (who may or may not be the chair) is expected each term.
 - e. Review student evaluations of the candidates, especially the opinions of departmental majors;
 - f. Coordinate a formal review of faculty up for interim, tenure, and promotion reviews. Work with the department or program to evaluate the faculty member's rank and tenure progress. Write Form B on behalf of the department or program. Represent any minority opinions in the department or program. Submit Form B directly to the Rank and Tenure Committee; share and discuss the written recommendations with the candidate prior to submitting them to the Rank and Tenure Committee.
4. Authority (beyond the items listed above)
- a. To participate in the course appointment process for adjunct faculty;
 - b. To call departmental meetings and to establish departmental committees;

- c. To initiate procedures deemed necessary for the good of the department (e.g., for the dismissal of an instructor);
- d. To exercise the power of veto over departmental decisions;
- e. Limitations of Authority: Chairs are bound by all college policies pertinent to their departments.

1.4.2.5 Chief Technology Officer

The Chief Technology Officer is responsible for both academic and administrative technology, including the planning, implementation and management of electronic resources and management of information systems. The Chief Technology Officer also oversees campus telecommunications and audio-visual support.

1.4.2.6 Chief Diversity Officer

The Chief Diversity Officer is appointed by the Provost and is responsible for developing relationships with the Cabinet and other college wide campus leaders to build a comprehensive inclusive excellence vision and plan for the College. The Chief Diversity Officer provides program management for the College Committee for Inclusive Excellence, serves as the Chief Diversity and Inclusion spokesperson for the College, and is responsible for generating ongoing diversity reports and updates to the President and Cabinet. The Chief Diversity Officer collaborates with the Center for Learning and Teaching; Offices of Human Resources, Institutional Research, Mission and Ministry, College Communications, Enrollment and Admissions, and Student Life; IT Services; the Cummins Institute; and Deans and Department Chairs.

1.4.3 VICE PROVOST FOR STUDENT LIFE

The Vice Provost for Student Life is appointed by the President in consultation with the Provost for a term mutually agreed upon, reports to the Provost. The Vice Provost is charged with facilitating the development of students in a manner that complements and completes their academic curriculum and serves the Mission of the College. The Vice Provost is vested with authority commensurate with the following responsibilities: the supervision of the student life educators, administrators, and staff in the areas of Student Life, Residence and Community Life, Campus Housing and Conference Services; New Student and Family Programs; Leadership, Involvement and Diversity, Women's Resource Center, Intercultural Center; Health and Wellness Center and Counseling Center; and, Public Safety. The Vice Provost recommends to the President the appointment, promotion, and retention of the administrative staff. The Vice Provost is a member of the President's Cabinet.

1.4.3.1 Dean of Students

The Dean of Students reports to the Vice Provost for Student Life and provides leadership, vision, and administrative supervision for student development in the residences, in student conduct, and in the experience for undergraduates and graduate and professional students in a manner that complements and augments the academic and Lasallian mission of the College. The Dean serves as an advocate for the needs of students, assisting faculty and staff in enhancing and assessing student learning and coordinating the campus responses to and prevention of serious incidents. The Dean of Students oversees the Office of Residence and Community Life, New Student and Family Programs, Campus Housing and Conference Services and represents the Vice Provost for Student Life in their absence.

1.4.3.2 Medical Director of the Health and Wellness Center

The Medical Director of the Health and Wellness Center reports to the Vice Provost for Student Life and provides administrative, operational and programmatic direction for the scope of medical services and the health education and promotional services planned for the undergraduate students of the college. Under the leadership of the Medical Director, the Health and Wellness Center provides confidential medical care in an urgent care setting.

1.4.3.3 Director of Counseling Center and Psychological Services

Reporting to the Vice Provost for Student Life, the Director is the overall administrator of the Counseling Center and Psychological Services Office that provides direct counseling and psychological services and group therapy to full-time undergraduate students; and psychological assessment, referral and group therapy to graduate students. Services also include outreach, training and consultation to faculty, staff, parents and guardians. The Director engages in the formal coordination with all Student Life units, academic departments, administrative units and community agencies to facilitate the provision of counseling and mental health services to our diverse student population.

1.4.3.4 Director of Public Safety

The Director of Public Safety reports to the Vice Provost for Student Life and coordinates campus safety and security matters, establishes and enforces parking and traffic regulations, coordinates crime investigation and reporting, and facilitates emergency and natural disaster operations.

1.4.4 VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Vice President for Finance and Administration is appointed by the Board of Trustees for a term mutually agreed upon, and is responsible to the President and Board of Trustees. The Vice President for Finance and Administration is the College's chief financial officer and treasurer and her/his duties include responsibility for all business and financial affairs of the College (business policies, operations, facilities construction and planning, human resources, physical plant and contracted services). The Vice President is vested with authority commensurate with such responsibilities. The Vice President recommends to the President the appointment, promotion, and retention of administrative staff and the selection of firms contracting with the College to provide services. The Vice President is a member of the President's Cabinet and an ex-officio member of all committees in the areas of business, finance, buildings, and human resources.

The administrative staff and contractual services staff reporting directly to the Vice President for Finance and Administration are the Contracted Bookstore Manager, Coordinator of Administrative Services, Associate Vice President for Finance and Administration and Controller, Contracted Director of Food Service, Associate Vice President for Human Resources, Director of Facilities Services, and the Director of Central Services.

1.4.4.1 Associate Vice President for Human Resources

The Associate Vice President for Human Resources is responsible for the College's human resources, compensation, benefits programs, and discrimination policies, including but not limited to the College's sexual harassment policies. The Associate Vice President is the College's Title IX Coordinator and has the authority to designate appropriate deputy Title IX coordinators to assist in the fulfillment of these responsibilities. The Associate Vice President coordinates hiring, reviews all contracts, recommends salary, personnel, and benefit policies to the administration, monitors College compliance with laws in government regulations, e.g., Equal Employment Opportunity, Title IX and Title VII

regulations, investigates reported complaints of improper conduct, and advises on other appropriate matters affecting the human resources of the College.

1.4.5 VICE PRESIDENT FOR ADVANCEMENT

The Vice President for Advancement is appointed by the President for a term mutually agreed upon, and is responsible to the President. The Vice President is the chief fundraising officer for the College and oversees the Advancement Office. The Vice President is responsible for presenting annual and long-range plans for the funding of institutional priorities and for engaging alumni, parents, friends, corporations and foundations that can assist the College in reaching its goals. The Vice President oversees the comprehensive fundraising campaign. The Vice President is a member of the President's Cabinet and an ex-officio member of all committees in the area of fund-raising and external relations.

1.4.6 VICE PROVOST FOR ENROLLMENT AND COLLEGE COMMUNICATION

The Vice Provost for Enrollment and College Communication is appointed by the Provost in consultation with the President and is responsible for the offices and procedures that serve students in the recruitment, admissions and enrollment processes of the College. Working collaboratively with colleagues in academic and student affairs, the Vice Provost spearheads and coordinates institution-wide retention efforts. To better understand the needs of students and to assist the College in its assessment and planning efforts, Enrollment Services gathers and reports on institutional data. The offices and functions included within Enrollment Services are admissions, financial aid, the registrar, articulation and transfer, international recruitment and admissions.

1.4.6.1 Registrar

The Registrar is responsible for the following registrarial functions: academic records (transcripts, grades, grading policies); enrollment (registration requirements and procedures, leave of absence, withdrawal from School, verification of enrollment, qualifications for readmission); progress toward degree (academic probation, special academic petitions, declarations of major and minor); determination of degree requirements (candidacy, granting of degrees, course credit evaluations); class schedule, room assignments; and final examination schedule. Along with others, the Registrar contributes to institutional research efforts, and is primarily responsible for the enforcement of academic regulations. The Registrar is assisted by the staff of the Office of the Registrar.

1.4.6.2 Dean of Admissions

The Dean of Admissions is responsible for the recruitment and admission evaluation of all incoming traditional undergraduate students. Responsibilities include demographic research, development of publications and video, school and college visits, interviewing of applicants, and supervision of alumni, faculty and student recruitment programs, consideration of applicants' credentials and determination and notification of admission status. The Director supervises the Admissions office staff of counselors and support personnel.

1.4.6.3 Director of Financial Aid

The Director of Financial Aid supervises and administers all aspects of the financial aid program. The Director counsels students and parents on the availability of financial aid and scholarships, determines eligibility for the college's financial aid programs, prepares applications for federal funds, directs the awarding of financial aid and the maintenance of records, and prepares reports required by federal, state, and institutional agencies.

1.4.7 VICE PRESIDENT FOR MISSION

The Vice President for Mission is appointed by the President for a term mutually agreed upon and is responsible for promoting among faculty, students and staff and others associated with Saint Mary's College an understanding of and commitment to the liberal arts, Catholic and Lasallian Mission of the College through curricular and co-curricular activities including the annual Academic Convocation. Other responsibilities include facilitating communication among Institutes, Committees, Centers and other SMC entities whose work is dedicated to furthering the Mission for the purpose of collaboration among these groups and for informing the College about the distinctive nature of their mission and how it contributes to building a community that animates the Mission. The Dean for Mission and Ministry and the Coordinator for Mission report to the Vice President. The Vice President collaborates with the De La Salle Institute of the District of San Francisco, the US/Toronto Region and International Institute to provide opportunities for active participation in the Lasallian world. The Vice President is a member of the President's Cabinet, the Budget Committee, the John S. Cummins Institute, and the College Committee on Inclusive Excellence.

1.4.7.1 Dean for Mission and Ministry

The Dean for Mission and Ministry is responsible for ministering to and assisting members of the College Community in their spiritual needs and growth, as well as participation in the College's Catholic and Lasallian Heritage and Mission. The Dean is responsible for the development and organization of the College's Mission and Ministry Center, including the six Core Areas: Faith Formation, Lasallian Mission, Justice and Education, Retreats and Vocation, Liturgy and Prayer, and Residential Ministry. The Mission and Ministry Center gives expression to and support for the five Lasallian Core Principles: Faith in the Presence of God, Concern for the Poor and Social Justice, Quality Education, Respect for All Persons, Inclusive Community. The Dean supervises the Mission and Ministry Center staff, oversees the scheduling and policy regarding the use of the Chapel, is responsible for the Mission and Ministry Center budget, and the organizes the development of student leadership for the Mission and Ministry Center. The Dean, the staff, and the student leaders respond to the needs of the students, faculty, staff, and alumni of the College and collaborate with departments and programs, as well as the Saint Mary's College and Joseph Alemany Communities of Christian Brothers in their service to Saint Mary's.

1.4.8 VICE PROVOST FOR ACADEMIC AFFAIRS

The Vice Provost for Academic Affairs is appointed by the Provost for a term mutually agreed upon. The Vice Provost provides strategic and operational support for the College's academic programs, which includes: supervision of international programs and services, community engagement, and professional and career development; collaboration with the Vice Provosts for Student Life and Enrollment on initiatives for recruitment, retention, admission, curricular and co-curricular programming; strategic and operational support for policies and procedures related to graduate, professional, hybrid and online education; assistance to the Provost in developing industry and community relations through partnerships, research, and programming; facilitation of the development of grant requests, academic centers and institutes; service as the WASC Senior College and University Commission Accreditation Liaison Officer and working with the Provost in overseeing academic planning and assessment, academic policies and programs, accreditation, Program Review and subsequent program action plans; oversight of the Center for Teaching, Learning and Scholarship; assistance with department chair and program director development and support for new faculty; supervision and coordination of course assignment and scheduling, procedures and records for and faculty relative to grievances and appeals, summer session, and commencement; support for faculty workforce planning

and budgeting; and collaboration with other Vice Provosts, Deans, and the Academic Senate in designing and implementing student policies, such as the Academic Honor Code and the Student Code of Conduct. The Vice Provost is a member of the President's Cabinet.

1.4.8.1 Assistant Vice Provost for Student Success

The Assistant Vice Provost for Student Success is appointed by the Vice Provost for Academic Affairs is responsible, in collaboration with the appropriate Deans of the Schools and the Dean for Students, for development, implementation, and evaluation of the program of academic advising and related services for undergraduate students; for supervision and coordination of the minority students programs, the Academic Support and Achievement programs, and the High Potential program. The Assistant Vice Provost is assisted by the coordinators and directors of the above-named programs.