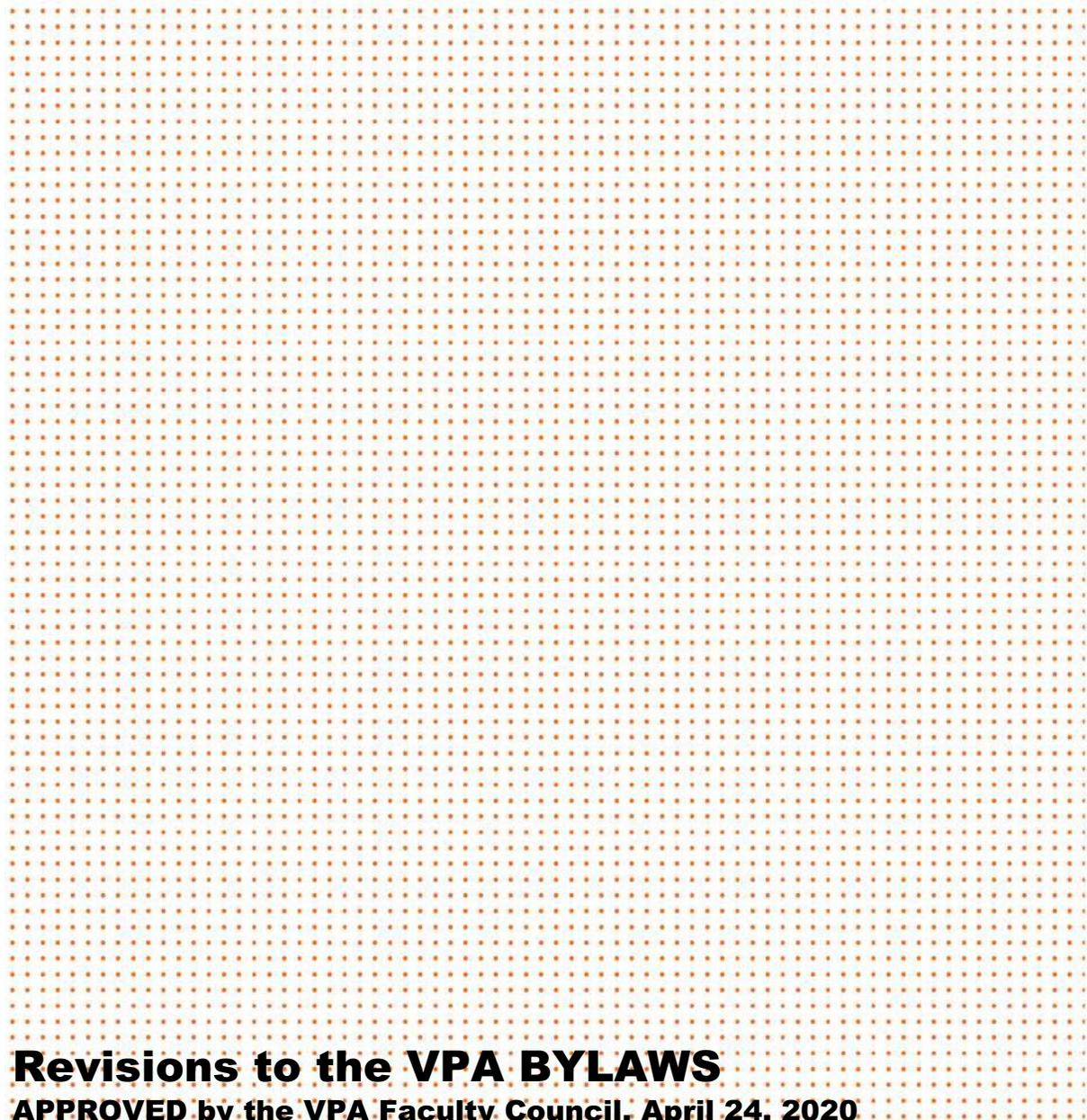


Syracuse University

College of Visual and Performing Arts



Revisions to the VPA BYLAWS

APPROVED by the VPA Faculty Council, April 24, 2020

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I. FOREWORD

The College of Visual and Performing Arts is committed to the ideal of developing fruitful and equitable relationships among its faculty and students. In addition, it reflects the conviction of the members of the College that their common and special interests are best served through an integrated collegial and administrative structure. The College also provides the framework for the interaction of diverse perspectives so that the long-standing philosophical and practical affinities among the visual and performing arts will be reinforced or revised to encompass new domains of interest to the faculty and students of the College.

Though the substantive focus, play, and aim of the creative process may vary within and across disciplines, and may be enacted in a variety of settings by individuals or by groups, the members of the College hold in common a firm commitment to the administrative facilitation of, and the offering of, their professional expertise and creations to each other, the university community, the scholarly community, and to the general public. On a more abstract level, the members of the College define themselves through their work as students of the human condition and as a community of learners dedicated to enhancing life processes. The members of the College do this in full recognition of the varied interests comprising their individual, and often different, cultural commitments and disciplinary affiliations.

II. MISSION STATEMENT

The College of Visual and Performing Arts at Syracuse University is committed to the education of cultural leaders who will engage and inspire through performance, visual art, design, scholarship, and commentary. We provide the tools for self-discovery and risk-taking in an environment that thrives on critical thought and action.

III. ORGANIZATION

The College of Visual and Performing Arts is composed of:

- A. The Office of the Dean with the Dean serving as administrative director of the College, the Associate Dean of Academic Affairs; the Associate Dean of Research, Graduate Studies, and Internationalization; the Director of the Office of Student Success; the Assistant Dean for Advancement; the Director of Budget, Operations, and Strategic Initiatives; the Director of Recruitment and Admissions; the Director of the Office of Communications; the Assistant Dean for Information Technology; the Administrative Assistant to the Dean; and administrative and support staff.
- B. Seven academic units consisting of: The School of Art, the Department of Communication and Rhetorical Studies, the Department of Creative Arts Therapy, the School of Design, the Department of Drama, the Setnor School of Music, and the Department of Transmedia.
- C. One Chair/Director from each academic unit of the College

- D. Faculty of the College
- E. Undergraduate and Graduate Students of the College
- F. Administrative support for the College

IV. GOVERNANCE: MEMBERS' RESPONSIBILITIES AND PRIVILEGES

- A. FACULTY (See *College of Visual and Performing Arts Advising Manual* (currently under development) and *Syracuse University Faculty Manual: 2.9-2.18*)

The faculty of the College of Visual and Performing Arts is a self-governing body within the jurisdiction of the Chancellor, the Vice-Chancellor for Academic Affairs and the Dean of the College subject to the approval of the University Senate and the Trustees, and according to the precepts of the *Syracuse University Faculty Manual*.

1. Composition

The faculty consists of all professors, associate professors, assistant professors, professors of practice, teaching professors, associate teaching professors, assistant teaching professors, instructors, and part-time faculty members in CVPA.

2. Responsibilities and Privileges

a. Responsibilities

All full-time faculty members have responsibility in the areas of teaching and advising, creative and scholarly activity, and service to the University community and their professions. Teaching professors are responsible for teaching, advising and service as appropriate within each academic unit. Teaching professors are not required to engage in research, but such duties may be included among their responsibilities in accordance with their academic unit's policies. Part-time faculty members hold the responsibility of teaching and advising, but are also encouraged to participate in scholarly/creative work and service.

b. Privileges

The faculty of each Academic unit determines the nature of instruction its student majors receive toward earning a degree within the framework and general goals of the College and University. This fundamental academic freedom is essential to ensure that the integrity of their program is maintained.

The faculty has authority over its internal policies, including academic standards, curricula, textbooks, examinations, grading, graduation requirements, degrees and awards.

The Dean will consult with the members of the Faculty in the department or school regarding the appointment of a Chair/Director.

The full-time faculty shall be directly involved formally through their committees in any

reorganization of Departments or Schools of the College.

3. Teaching Loads

The normal teaching load for full-time faculty members is determined by each individual Academic unit of the College with the approval of the Dean. Compensation for additional assignments or projects for the University or any of its units requires both the faculty member's consent and administrative approval, up to and including the Dean.

B. ACADEMIC UNITS

Each Academic unit within the College, through its bylaws, defines its goals, responsibilities, privileges, methods, and procedures for internal governance.

C. CHAIRS/DIRECTORS

Each Academic unit is headed by a Chair or Director and each Chair/Director is a member of the Academic Leadership Council as well as an ex-officio member of the Faculty Council. The Chairs/Directors are responsible for the creative and academic leadership of their Academic units, in consultation with their faculty, and for communicating to the Dean the educational and administrative matters in their respective Academic units. (See Appendix C: Administrative Job Descriptions for details.)

The Chairs/Directors of each Academic unit are either recommended from within the ranks of the existing faculty or hired as a result of an external (national) search, based on recognized ability to perform the duties listed in Appendix C. When funding permits, it is a priority to conduct a national search for a new Chair/Director. Chairs/Directors serve a five-year term. A shorter term may be negotiated with the Dean. Terms are renewable, based on effective performance of duties. The Dean consults with the faculty in the department or school and appoints the new Chair/Director.

When hired through an external search, a search committee shall be composed of a majority of faculty from within the Academic unit and shall also include representation from appropriate constituencies inside and outside the College (e.g., staff, administrative leadership, students, alumni, etc.). The Dean shall appoint the search committee, in consultation with the department/school faculty.

The Dean, in consultation with the faculty of the department/school and the Provost, reserves the right to remove a Chair/Director from office for failure to perform the specified duties effectively.

The Dean meets annually with each Chair/Director to conduct a performance review. In the third year of service, or upon request by the majority of the unit's faculty, the Dean shall conduct a 360 review of the Chair/Director with procedures approved by the Office of the Provost. All full-time and part-time faculty, along with appropriate staff and administrative leaders will be expected to participate in the review.

V. FACULTY COUNCIL

A. CHARGE

The Faculty Council is the legislative body of the College of Visual & Performing Arts regarding the academic issues of the college, including curriculum, faculty governance, academic standards and policies, and promotion and tenure guidelines. It may elicit or respond to proposed goals, policies, and solutions from the Dean, its own members, or any other faculty member. It may enact policy concerning

any of these issues, which are considered fully enforceable, provided the dean has authorized the resources to enact those policies.

The Faculty Council represents the faculty of the College and is thus obligated to perform its duties in a manner that considers (a) the diverse academic interests of each Academic unit, and (b) the common interests of the College as a whole.

B. COMPOSITION

The Faculty Council consists of:

1. Two representatives, and one alternate, from each of the following Academic units of the College: School of Art, Department of Communication and Rhetorical Studies, School of Design, Department of Drama, School of Music, and Department of Transmedia. One representative from the Department of Creative Arts Therapy will serve.
2. The Dean and the Associate Dean for Academic Affairs sit as ex-officio, non-voting members with the privilege of introducing motions.
3. The senior administrator from the Office of Academic Affairs (or designate) serves as the Secretary of Faculty Council, with responsibility for taking and distributing minutes of the meetings and facilitating communications regarding Council business between meetings.

In order to preserve the ability of the faculty to speak freely as faculty, it is recognized that there may be occasions where discussion of a particular issue should proceed without the ex-officio members being present. By a majority vote of those present, Faculty Council may move to “executive session” to engage in such a discussion.

The members of each year’s new Council elect a Chair at their first meeting. An election for a new Chair may also be held at any time upon a majority vote of the Council.

C. ELIGIBILITY AND TERMS OF APPOINTMENT

All full-time members of the faculty of the College are eligible for election to the Faculty Council. Representatives are elected to a two-year term in office, with the elections staggered so that approximately half of the membership is elected each year. Individual members may serve a maximum of two consecutive terms in order to foster participation in faculty governance. Each Academic unit of the College holds its elections for new Council members by the end of each academic year. The newly elected Faculty Council convenes at the start of the fall semester for the express purpose of electing its chair and forming its subcommittees.

D. MEETINGS

Meetings of the Faculty Council are held monthly during the fall and spring semesters, or more if necessary. The specific dates for these meetings are determined and announced at the beginning of the academic year by the Chair in consultation with the Agenda Committee. The Chair, or in the Chair’s absence, the designated representative, presides over the meetings.

A quorum for Faculty Council meetings is defined as a simple majority (50% plus one). The Faculty Council may request through a quorum vote that the Dean hold an additional college-wide meeting if necessary.

The Faculty Council may set the agenda for these meetings. A quorum of at least 25% of all full-time faculty members is required for any official business to be conducted at a college-wide meeting.

E. COMMITTEES

The Faculty Council has six standing committees. The Council and/or the Dean may establish new standing or ad hoc committees as needed. Each committee must include at least one Faculty Council member. Members of committees may also be taken from the faculty at large. Committee Chairs and members are appointed by the Faculty Council at the first Council meeting of the year. The six standing committees are:

1. Agenda Committee.

This committee is composed of the Chair of Faculty Council, who shall also serve as Chair of the Agenda committee, the Associate Dean of Academic Affairs in an ex-officio role, and three other members of Faculty Council, each from a different Academic unit of the College. Membership on the Agenda committee rotates every year so that over time representatives from all the Academic units of the College have a chance to have a direct voice on the committee. It determines and distributes the priorities for discussion for Faculty Council meetings.

2. Tenure and Promotion Committee.

Members of this committee are elected by their respective Academic units. See Appendix A for the composition, procedures, and charges of this committee. This committee will present an annual report on its activities to the Faculty Council every spring.

3. Curriculum Committee.

This committee is composed of one representative from each Academic unit of the College, with the Associate Dean of Academic Affairs as the Chair. Each member serves a two-year term, staggered to maintain continuity. This committee is charged with reviewing and fully vetting curricular proposals from all Academic units of the College and making recommendations for or against their approval to the full Faculty Council.

4. Interdisciplinary Committee.

This committee is composed of a minimum of six members, including its Chair. Each member serves a two-year term, staggered to maintain continuity. This committee is charged with fostering opportunities for interdisciplinary research and teaching among the Academic units of the College, as well as with other areas of the University.

5. Bylaws Committee.

This committee is composed of one member from each Academic unit of the College. Each member serves a two-year term, staggered to maintain continuity. This committee is charged with reviewing and recommending proposed changes of these College Bylaws to the Faculty Council.

6. Facilities Committee

This committee is comprised of at least one representative of each Academic unit of the College, and may also include members of staff. Each member serves a two-year term, staggered to maintain continuity. This committee is charged with assessing space needs and making recommendations to the Faculty Council, Staff Council and to the Dean in relation to use and improvement of buildings, classrooms, workshops, offices, exhibition and presentation spaces

within the College.

VI. STAFF COUNCIL

1. Objective

1.1. Mission

- 1.1.1. The purpose of this Council is to provide VPA Staff employees with:
- 1.1.2. A forum for raising, discussing, and making recommendations on current policy and procedures to enable them to better serve the College of Visual and Performing Arts and Syracuse University.
- 1.1.3. A positive, collaborative work environment via assessment, prioritization and communication of staff needs.
- 1.1.4. An advocate, in good faith, with appropriate College and University constituencies to address those needs.

1.2. Purpose/Responsibilities

- 1.2.1. To serve as a representative body for all permanent part- and/or full-time staff members of the College of Visual and Performing Arts.
- 1.2.2. To work with the Dean of VPA to coordinate activities and procedures to enhance a school-wide team culture and promote an environment conducive to positive morale among the College's staff.
- 1.2.3. To create a dialog for the exchange of information between staff and the Dean of VPA, as well as between the staff and faculty, regarding matters of mutual concern.
- 1.2.4. To act in an advisory capacity to the Dean of VPA regarding matters pertaining to staff.
- 1.2.5. The Council, acting in an advisory capacity, should express the opinions of staff employees without personal prejudice. Council members may not use any privileged and/or confidential information from their University position as part of any Council discussions

2. Membership

The Council consists of at least five (5) members. Members are elected by permanent part- and/or full-time staff of the College of Visual and Performing Arts. All eligible staff members are encouraged to vote and/or be elected to serve.

3. Term of Office

- 3.1. The term of office for a member of Council will be two years. Members of Council are eligible to serve two terms consecutively, after which they may not be reelected for two years.

- 3.2. The retiring Chair of the Council may serve as advisor during the transition from one administration to another upon approval of the Council. Advisement will not include voting privileges.
- 3.3. Staff members who fill Council seats midterm will be considered to have served a full-term as it applies to reelection eligibility.

4. Meetings

4.1. Frequency, Scheduling, Venue and Publication

- 4.1.1. The Council meets in private session at least once per month.
- 4.1.2. There will be at least one All-Staff meeting per semester, which is open to all staff without restriction. An agenda for the All-Staff meeting will be posted prior allowing anyone to add items of interest, as time allows.
- 4.1.3. The next regular Council meeting time and place is announced at each Council meeting.
- 4.1.4. Monthly meetings may be postponed by the Council Chair or by a majority decision by members of the Council. Reasonable effort to announce the time and place shall precede a rescheduled meeting.
- 4.1.5. Extraordinary circumstances may warrant a special meeting to consider urgent topics. A. The Chair of the Council shall: i. Determine if a meeting is required ii; call and schedule the special meeting and; establish an agenda
- 4.1.6. Regular meetings with the Dean of VPA should be scheduled with a suggested frequency of once per month but is left up to the discretion of the Dean.

5. Ad Hoc Committees, Subcommittees and Task Forces

5.1. Appointment

- 5.1.1. The Council will create ad hoc subcommittees and task forces as necessary. The Council Chair, and/or the subcommittees, will solicit volunteers as subcommittees and task forces are deemed necessary, then appoint (with all effort made to align volunteers and interests) all ad hoc committees. Each group should consist of no fewer than two members. Once a subcommittee or task force is appointed, they must arrange their first meeting within two weeks of the creation of the group, and designate a Chair at that meeting.

5.2. Chair and Responsibilities

- 5.2.1. A subcommittee is provided with its goals by the Council Chair. Once assembled, the subcommittee elects a Chair at its first meeting. The Chair of each committee is responsible for providing the Council with a brief update on the group's progress after each meeting, as well as noting event or program plans and requesting funding from the Council budget. No

agreement that is made by any ad hoc Committee will be considered to be the Council's position until it has been approved by the Council.

5.3. Term

5.3.1. The term of each group will be dependent on the issue being addressed, but each group will be given a timeline under which to operate. Elected Chairs will hold their position until the next Council election.

VII. ACADEMIC LEADERSHIP COUNCIL

F. CHARGE

The Academic Leadership Council represents the academic leadership of the Academic units of the college. The Council is charged to bring forward issues of common concern, taking a College-wide academic focus. The Council works with the Dean and Associate Dean of Academic Affairs to administer the academic business of the college, including the implementation of academic policies and procedures, maintaining standards of academic excellence, and providing leadership in academic matters. The Council also advises the Dean regarding issues of resource, strategic planning, mission, and vision.

G. COMPOSITION

The Academic Leadership Council is composed of the Chairs/Directors of each Academic unit of the College, and other members of the College's administrative leadership, as invited by the Dean. The Dean is the Chair of the Academic Leadership Council.

H. ELIGIBILITY AND TERMS OF APPOINTMENT

See Section IV, item C.

I. MEETINGS

The Council meets a minimum of once per month.

VII. OFFICE OF THE DEAN

A. DEAN

The Dean of the College of Visual and Performing Arts is the administrative head of the College. Appointed by the Vice Chancellor for Academic Affairs, her/his responsibilities are defined by the university bylaws. These include managing the functions and activities of CVPA according to the policies and procedures established in the CVPA bylaws. For specific duties and responsibilities, see *Appendix C: Administrative Job Descriptions*.

The Dean is responsible for appointing an administrative cabinet to assist in managing the day-to-day administrative support for the college. The Dean appoints associate and/or assistant deans and charges them with specific duties. For descriptions of the administrative deans, see Appendix C.

The dean convenes at least one College-wide meeting each academic year and may set the agenda for these meetings. A quorum of at least 25% of all full-time faculty members is required for any official business to be conducted at a College-wide meeting.

VIII. STUDENTS

All full-time students in the College of Visual and Performing Arts have the privilege of representation in appropriate committees of their College and Academic units. The rights and privileges of students are described in the University's Student Handbook.

A. UNDERGRADUATES

Any student enrolled for at least 12 credit hours a semester towards an undergraduate degree in the College is considered to be a full-time undergraduate student in the College. Final-semester students enrolled for the number of credit hours required for graduation are considered full-time students.

B. GRADUATES

Any student enrolled for at least 9 credit hours a semester towards a graduate degree in the College is considered a full-time graduate student in the College. According to the Syracuse University *Academic Rules and Regulations (27.0-28.0)*, there are additional criteria for determining full-time status. See Syracuse University *Academic Rules and Regulations: XI. Student Status*.

IX. UNIVERSITY SENATE

The College elects, and the Dean certifies, members to the University Senate as specified by the Senate's *Bylaws*. Each Academic unit elects two representatives, and one alternate, to the University Senate, with the exception that the Department of Creative Arts Therapy elects one representative and one alternate. One representative is elected as an at-large representative by all full-time faculty via a College-wide ballot.

X. AMENDMENT OF BYLAWS

These Bylaws may be amended by a simple majority vote of the Faculty Council. Copies of the proposed changes must be sent to all full-time faculty in the College at least two weeks previous to the vote by the Faculty Council.

Any amendment to the Bylaws, as passed by the Faculty Council, may be appealed by a petition signed by one quarter of the full-time faculty of the College. The dean then calls an all-college meeting. A simple majority of the full-time faculty present at the all-college meeting would be required to veto the Faculty Council's action, provided attendance meets the 25% quorum rule.

Amendment of the Bylaws' Appendices requires a majority vote of the Faculty Council.

XI. PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* govern the College in all applicable cases in which they are not inconsistent with these Bylaws or any special rules of order the College may adopt.

VII. APPENDICES

APPENDIX A

POLICIES AND PROCEDURES FOR PROMOTION, TENURE, AND CONTRACTUAL RENEWAL

[Appendix A exists as separate documents that are available upon request from the VPA Office of Academic Affairs. They are also located on VPA's webpage, <https://info.vpa.syr.edu/academic..>]

APPENDIX B

COLLEGE OF VISUAL AND PERFORMING ARTS ACADEMIC JUDICIAL & GRIEVANCE BOARD

COLLEGE OF VISUAL AND PERFORMING ARTS ACADEMIC JUDICIAL & GRIEVANCE BOARD

The Academic Judicial and Grievance Board of the College of Visual and Performing Arts is established to conduct hearings on alleged violations of academic integrity within the College.

The CVPA Academic & Grievance Board is constituted as follows:

- I. A standing Committee comprised of:
 - A. The Director of the Office of Student Success.
 - B. One representative of the faculty appointed to a one-year term by the Faculty Council from among its members.

- II. The Standing Committee of the Academic Judicial & Grievance Board will convene hearing boards on a case by case basis with representation in the following manner:
 - A. The member of the Standing Committee will chair and conduct the proceedings.
 - B. Two faculty representatives from academic disciplines different from the student involved.
 - C. Two faculty representatives from the academic discipline of the student involved, exclusive of the faculty member bringing the charges.
 - D. Two student representatives - one undergraduate student and one graduate student. The student representatives should be selected from academic disciplines other than the student involved.
 - E. In the event that the student involved is from a school or college other than the College of Visual and Performing Arts, a representative from the student's home school or college shall be invited to participate in the proceedings.

Procedure:

Charges and requests to activate the Board for hearings must be made in writing to the Standing Committee c/o the Director of the Office of Student Success, 200 Crouse College. This request must also be accompanied by a short description of the reason(s) for requesting a Board Hearing.

Sanctions:

Academic Judicial & Grievance Board(s) may impose sanctions up to and including suspension or expulsion from the college and may design sanctions that are educational and/or remedial specific to the facts of a given case.

Appeals:

Appeals of decisions of the Academic Judicial & Grievance Board(s) are made to the Dean of the College of Visual and Performing Arts.

APPENDIX C

ADMINISTRATIVE JOB DESCRIPTIONS

Dean of the College

The Dean is the administrative head of the College. Appointed by the Vice Chancellor for Academic Affairs, her/his responsibilities are defined by the University bylaws. These include managing the functions and activities of CVPA according to the policies and procedures established in the CVPA bylaws. Specifically he/she shall:

- As overall coordinator of the College's activities, ensure development of its short- and long-term plans.
- Represent CVPA internally as coordinator between its faculty and university administration, and externally in public and alumni relations.
- Provide guidance to appropriate personnel and activities of the College as necessary to ensure the highest degree of coordination and effectiveness.
- Review policies, programs and procedures of the College, and recommend appropriate changes.
- Oversee the operation of the budgeting and funding process.
- Exercise final adjudicative authority on internal College administrative matters.
- Serve as chair of the Academic Leadership Council.
- Serve as ex-officio member of all CVPA Committees.
- Ensure that regular elections take place for the following committees:
 - University Senate
 - Tenure/Promotion
 - Faculty Council

Upon completion of five years' of service, and each fifth year thereafter, the Vice Chancellor for Academic Affairs shall review the Dean's effectiveness in carrying out the functions of his/her office. The faculty will be expected to participate in the review. An additional review may be requested by a 2/3 majority vote of all tenured faculty of the College.

Associate Dean for Academic Affairs¹

This office is responsible for:

- Academic Policy: oversees implementation of academic policies and procedures as enacted by the Faculty Council of the college and the University Senate;
- Curriculum: serves as ex-officio Chair of the College Curriculum Committee;
- Faculty Affairs: serves as liaison to the Associate Provost for Faculty Affairs; oversees hiring of adjunct faculty; oversees research leaves;
- Faculty Development: coordinates the CVPA faculty mentors program and orientation of new faculty;
- Interdisciplinary Study: coordinates efforts with the Dean, Council of Chairs, and Faculty Council to further cross-disciplinary collaboration within the college and across the university;
- Promotion and Tenure Processes: oversees implementation of the procedures regarding promotion, tenure, and contractual renewal; reviews appeals based on process; advises faculty regarding procedural issues;
- Program Assessment: coordinates development and reporting of program or department-level assessment of student learning; assists departments and schools in preparing accreditation reports and self-study reviews;

- Special Projects: as assigned by the Dean;
- Student Success: works closely with the Office of Student Success on all matters pertaining to advising, student issues, and student success (retention, time to graduation, etc.).

Associate Dean for Research, Graduate Studies, and Internationalization¹

This office is responsible for:

- Research: oversees VPA Sponsored Research to promote and facilitate opportunities for individual faculty members and faculty research teams to garner sponsored research grants and other forms of external funding; promotes faculty research on campus and beyond and serves as VPA's representative on the University's Associate Dean for Research Committee;
- Graduate Studies: oversees graduate programs to promote academic excellence; works with college leadership, faculty and unit DGS's to develop and implement sustainable graduate programs both on campus and abroad; assesses current programs for financial viability and quality and benchmarks graduate funding nationally to determine best practices for scholarship awards and financial aid;
- Internationalization: oversees off-campus academic programs and internationalization to manage VPA Abroad programs including study abroad and internationalization initiatives for undergraduate and graduate students; serves as VPA's representative on the Internationalization Council; works with the Slutzker Center for International Services to implement best practices in recruiting and retaining international students.

Director of the Office of Student Success¹

The Dean may appoint a Director of the Office of Student Success to supervise and advise undergraduate and graduate students in coordination with the Chairs/Directors and the Dean. This office is responsible for:

- Student Services: maintaining undergraduate records; academic placement of transfer, special degree, and international students in coordination with the appropriate chair; registration and its procedures; certification of students for graduation and degrees; supervision of student academic counseling; referring students to the appropriate person/office for concerns beyond the scope of academic matters; employing best practices for all aspects of student success including retention and time to graduation;
- Career Services: development of appropriate materials, workshops, internships, and other activities to enhance student career planning and job search in the arts and related disciplines; liaison with university Career Services;
- Special Projects: as assigned by the Dean.

Assistant Dean for Advancement¹

The Dean may appoint an assistant dean for advancement. This office is responsible for:

- Development: soliciting external funds for the college in keeping with the priorities established by the Dean in consultation with the Council of Chairs; assists the Dean in managing the agenda and communication with the college's Board of Advisors.
- Communications: supervises the college's external publications and communications efforts,

including publication of Crouse Chimes, graduate and undergraduate program guides, etc.

- Alumni Relations: oversees relationship development with the college's alumni, including maintenance of current contact information, planned alumni events, and facilitating contact between alumni and departments.

Director of Budget, Operations, and Strategic Initiatives¹

The Dean may appoint a director of budget, operations, and strategic initiatives. This office is responsible for:

- Budget: oversee all aspects of the College's budgeting, forecasting, procurement, restricted funds and payroll;
- Strategic Initiatives: lead College's operations through strategic planning, organizational effectiveness, facilities, and business processes;
- Human Resources: partner with the University offices (HR, Payroll and Academic affairs) to facilitate HR-related processes;
- Technology: oversee the college's information technology group, responsible for purchasing, maintaining, and planning for instructional and administrative technology.

Director of Recruitment and Admissions¹

This office is responsible for:

- Recruiting and Admissions: recruitment of undergraduate students for the College; interview/information sessions for potential CVPA undergraduate students; portfolio review for prospective freshman art and design students; coordinate auditions for Drama and Music students; coordinate reviews for transfer students; coordinate/organize recruiting events on campus; maintain statistics for recruitment; dispatch faculty, staff, and ensembles for recruiting purposes; correspond with prospective students at all stages of recruitment; assist with the development of recruiting materials promoting the College; maintain slide library for recruitment; liaison with Central Admissions; advertise for recruitment; develop new recruitment ideas/projects; develop recruitment budget.
- Enrollment Management: supervision of enrollment issues for main campus, university college, and summer sessions; management of under-enrolled courses in consultation with appropriate chair; management of enrollment data for reporting and decision-making purposes.

Assistant Dean for Information Technology¹

The Dean may appoint an assistant dean for technology. This office is responsible for:

- Oversee college IT resource management and server administration.
- Set overall direction for IT across the College.
- Act as lead platform engineer – define and implement faculty and staff computer management tools.
- Represent college interests with university IT offices.
- Collaborate with college leadership to understand and implement unit technology needs and interests.

Director of the Office of Communications¹

The Dean may appoint a director of the Office of Communications. This office is responsible for:

- Support communication needs of the Dean and leadership team (including production of print and electronic materials, event planning, invitations, speeches, presentations, media requests, reports and other content.
- Collaborate with college leadership regarding communication activities ensuring consistent messaging across VPA units.
- Serve as editor of college magazine and newsletters, write and/or edit news and feature stories.
- Act as liaison to Division of Communications and Marketing supporting compliance, institutional marketing, media relations, and branding efforts.

¹ Duties and responsibilities of members of the Dean's Administrative Cabinet may be modified as determined by the Dean of the college. The Dean will report any revisions in such duties to the Faculty Council.

Academic Chairs²

Chairs/Directors are responsible for the creative and academic leadership of their units, in consultation with their faculty, and responsible for communicating to the Dean the educational and administrative matters in their respective departments. These responsibilities include:

1. Departmental curricula: Organization and development of courses and curriculum, including development of the academic requirements for each degree program offered; scheduling and supervision of course loads and curricular offerings in the unit;
2. Student welfare and advisement. (See *College of Visual and Performing Arts Advising Manual* and *Faculty Manual* 2.10: "Faculty-Student Relations"). The chair ensures that adequate academic advising takes place, and that students have available to them appropriate avenues for addressing their concerns.
3. Supervision of personnel: Recruitment, supervision, and evaluation of departmental personnel, including coordination of recruiting, interviewing, and recommending the employment of faculty to the Dean; assign and recommend faculty loads where appropriate; recommendations for Leaves of Absence, faculty awards, etc.; annual performance reviews for faculty and staff.
4. Tenure and promotion: Recommend to the Dean and appropriate College governing bodies and committees on matters regarding promotion, tenure, and other faculty matters subject to College or University rules.
5. Budget: Development and management of departmental budgets, including allocation of resources and operational budgets in support of teaching, creative and scholarly activity; oversee equipment and space assigned to the department; recommend faculty and staff salaries.
6. Program Review: Review policies, programs, and procedures of the department and recommend appropriate actions.
7. Effective Communication: Interacts effectively with the faculty, dean, college chairs, and other constituencies.

² The term "academic chair" refers to the head of an academic unit who serves as the recognized leader of one of the units represented on the Academic Leadership Council. This person may be chair of a department or director of a school. Duties and responsibilities of this position may be modified only by a majority vote of Faculty Council after the proposed changes have been distributed in writing to all full-time faculty members.