

Administrative Structure in the College of Arts and Sciences

This document describes the College's administrative structure. The college faculty may recommend alterations to its administrative structure by vote of a majority of faculty members eligible to vote at Faculty Meeting. Major changes require approval by the Provost and the President. All votes described below are by the college's full-time faculty.

I. Schools of Arts and Humanities, Natural Sciences, and Social Sciences and Graduate Writing Program

- A. The College consists of 3 schools and a graduate program that awards M.F.A. degrees in creative writing. A Director who holds the title of Associate Dean and who reports to the Dean oversees each entity. Throughout this document, Director refers to a Director of an Arts and Sciences school, and school refers to an Arts and Sciences school, unless specified otherwise.
- B. The School of Arts and Humanities includes the following departments:
 - 1. Art
 - 2. English
 - 3. Media Arts
 - 4. Music
 - 5. Philosophy
 - 6. Theatre and Dance
 - 7. World Languages and Literatures
- C. The School of Natural Sciences includes the following departments:
 - 1. Biology
 - 2. Chemistry
 - 3. Environmental Studies
 - 4. Exercise Science
 - 5. Mathematics and Computer Science
 - 6. Physics
- D. The School of Social Sciences includes the following departments:
 - 1. Business
 - 2. Economics
 - 3. History
 - 4. Politics and Government
 - 5. Psychology
 - 6. Sociology, Anthropology, and Social Work

II. Administrative positions within the College of Arts and Sciences

A. Dean. The Dean oversees the operation of the College, holds a tenured faculty position, at the rank of professor, and reports to the Provost.

1. Specific responsibilities, among others, include
 - a. Vision and strategic planning.
 - b. Overall college administration and coordination among the schools.
 - c. M.F.A. program oversight.
 - d. Arts and Sciences budget and allocation of funds to the schools, ensuring distribution based on needs.
 - e. Approving new faculty and staff positions.
 - f. Approving tenure-track and extended-term-track hires and their salaries; normally, the Dean, in consultation with the Director, negotiates the contract provisions with the person hired.
 - g. Service, ex officio, on the Personnel Committee.
 - h. Liaison and college advocate with administration and other colleges.
 - i. Fundraising.
 - j. Admissions planning, recruitment, retention.
 - k. Major capital expenses/building planning.
 - l. Developing new programs.
2. Direct reports include
 - a. Associate Dean for Student Academic Affairs and Dean's Office staff
 - b. School Directors
 - c. MFA Director
 - d. Assistant Deans.

B. Directors of Schools. Each school is led by a Director who holds an administrative position with the title of Associate Dean and with rank of professor. Directors report to and serve at the pleasure of the Dean.

1. Appointments. When possible, the Dean hires well-qualified internal candidates for Director positions. Close attention is paid to developing leadership experience within the College, both at the department chair and assistant dean level. When there are no well-qualified internal candidates, or when circumstances point to the need to bring in a Director with special expertise or experience, the Dean, after consulting with the school's department chairs, may decide to conduct a national search. Pacific faculty members may choose to be candidates in a national search.
 - a. Hiring Process, Internal Search.
 - i. Normally, the Director is chosen from among the tenured professors of the school. With consent from a majority of the school's full-time faculty, other tenured professors of the College may be considered for the position.

- ii. Faculty members may apply for open Director positions. Before hiring any candidate, the Dean polls the school's faculty and hires only those who have the approval of a majority of the school's full-time faculty.
 - b. Hiring Process, National Search.
 - i. The search committee is broad-based, constituted by the Dean, and consists of one member of each department within the school, chosen by the department; one faculty member from each of the other Arts and Sciences schools, chosen by the Steering Committee; a faculty member from another college; a staff member from the school; and an administrator from another area of the University. Normally, a Director of one of the other Arts and Sciences schools chairs the search. Deliberations remain confidential within the committee.
 - ii. Candidates are thoroughly vetted within the school, and faculty members from other schools within the College are invited to candidate talks and other public forums.
 - iii. External candidates generally are hired as tenured members of the faculty but not in specific departments. They must be vetted by the Arts and Sciences Personnel Committee, working closely with the appropriate departments. The committee conducts tenure evaluations before voting to award tenure. Internal hires must be tenured professors.
 - iv. The Dean meets with each interviewed candidate and receives the recommendation from the search committee, along with a description of the strengths and weaknesses of each candidate. The search committee forwards names of all candidates acceptable to the committee and may advocate for certain candidates. The Dean may offer the position only to candidates recommended by the search committee. If the Dean finds the candidates unacceptable, then the search generally is redone. An interim Director, normally a faculty member in the school, may be named in anticipation of a future search.
2. Terms
- a. Directors are reviewed by the Dean each spring; the faculty and staff of the school provide the primary input into the review. Because department chairs work most closely with the Director, their input is considered separately.
 - b. At any time during a Director's term, the Dean may decide to end that term and to ask the school to find a new Director. In extreme circumstances, the faculty may issue a no confidence vote, which triggers an immediate review by the Dean.
 - c. Directors normally teach one course per year. Directors may negotiate a reduction in teaching expectations with the Dean if workload so dictates.
 - d. Directors hold 10-, 11-, or 12-month contracts.
 - e. Directors may request one-semester sabbaticals on the normal faculty rotation. There must be a willing replacement who is acceptable to a majority of the school's department chairs and the Dean. Sabbatical proposals must be acceptable to the Faculty Development Committee, but the committee should not penalize Directors for lagging scholarship during terms of office and, instead, should focus

on proposal quality.

- f. If Directors step down or their contracts are not renewed, they assume nine-month contracts on the faculty pay scale.
3. Responsibilities. Directors provide consensual leadership for the school, work closely with its faculty, and serve as the advocate for the school's curricular, scholarly, personnel, and budgetary goals and objectives. Important matters are discussed in department chair meetings and vetted with the school's faculty, as appropriate. Specific duties include the following.
- a. Faculty positions within the school
 - i. Requests for new faculty positions are made by the school's department chairs to the Director. Recommendations for new full-time faculty positions are made by the Director to the Dean. Before making a decision on adding new or reallocating positions, the Dean consults with the Curriculum Committee and the Dean's Council to ensure that needs across the College are addressed.
 - ii. Full-time faculty hiring for tenure-track or extended-term-track positions
 - The Director negotiates the salary available for each full-time position with the Dean and the Provost.
 - The Director serves ex-officio, non-voting, on each tenure-track or extended-term-track search committee. After consulting with the department, the Director recommends to the Steering Committee the membership and chair of a search committee, which normally includes at least the Department Chair, at least one other department member, a faculty member from outside the department but inside the school, a faculty member from outside the school, and two students, preferably upper-division majors in the subject to be taught. The committee includes from 2 to 5 department members, and the Department Chair normally chairs the search. A faculty member chairs the search.
 - A search committee's recommendation is made to the Director. A Director may request that the committee reconsider its recommendation. For tenure-track and extended-term-track searches, after consultation with the Dean, the Director may ask the committee to redo the search.
 - The Director is responsible for assuring that hiring meets university guidelines.
 - The Director presents the search committee's recommendations to the Dean for final approval, along with recommendations on contract provisions.
 - iii. Part-time and full-time term faculty hiring
 - Schools have an established budget for part-time and full-time term positions. Directors oversee position distribution among departments and negotiate increases in this budget with the Dean.
 - Department chairs oversee staffing of these positions, in consultation with the Director.

- Directors are responsible for assuring that hiring meets university guidelines.
- b. Faculty evaluation. Directors participate in the review of faculty members within the school and promote and support faculty development. At their discretion, or at the request of the Personnel Committee, Directors write review letters to the Personnel Committee, and they assist faculty members on improving their performance.
 - c. Personnel issues. Directors mediate personnel issues within the school and refer issues to other authorities, as appropriate.
 - d. Curriculum. Directors meet with departments to discuss pedagogical innovation and assessment of learning. The goal is to improve the education offered by the College.
 - e. Program assessment. Directors work with departments on implementing changes identified during program assessments.
 - f. Scheduling. Directors oversee final assembly of the school's schedule of courses. Directors work with the Dean's Council on the overall college schedule.
 - g. Catalog and other documents. Directors are responsible for overseeing catalog copy and other documents relating to program descriptions. Directors work with department chairs to assure that these documents are accurate and up-to-date.
 - h. Oversees awarding travel and conference funds; works with Dean's Office staff on allocations.
 - i. Fundraising/grant writing within unit. Directors promote grant-writing within the school, participate in writing major grants, as appropriate, and help fundraise for facilities and programmatic needs.
 - j. Budget within schools. Directors oversee the school's budget and work with department chairs on any changes to allocations.
 - k. Supervision of school staff. Directors serve as supervisors for administrative assistants within the school. Other staff may also report directly to the Director, as appropriate.
 - l. Communications
 - i. Directors conduct regular meetings of department chairs within the school.
 - ii. Directors maintain regular and open communication with the faculty of the school.
 - iii. The Dean, Directors, and Associate Dean for Student Academic Affairs form the primary administrative team of the College. They maintain close relationships with the College's standing committees and with other areas of the University. They communicate regularly with the faculty and staff.
4. Additional Individual Responsibilities. In addition to general responsibilities, Directors may have specific duties. The following list of oversight responsibilities may be assigned to specific Directors, as negotiated with the Dean.
- a. Overall college schedule

- b. College facilities (responsibilities may be shared)
 - c. Technology within the College
 - d. Mathematics and Sciences Tutoring Center
 - e. Center for Gender Equity
 - f. Pacific Institute
 - g. Center for Civic Engagement
 - h. Center for Languages and International Collaboration
 - i. Writing Center
 - j. Study abroad and travel courses
 - k. First Year Seminar
 - l. The Index
 - m. Liaison with Marketing and Communications office
 - n. Service on Curriculum and Faculty Development committees.
- C. Associate Dean for Student Academic Affairs. The Associate Dean holds a staff appointment, with faculty rank, and reports to the Dean.
- 1. The position has the following oversight responsibilities, among others.
 - a. Advising system.
 - b. Monitoring student academic progress; providing academic support to students.
 - c. Academic regulations.
 - d. Ombudsperson for student-faculty relations.
 - e. Serves as liaison to
 - i. Student Life Division
 - ii. Registrar and Financial Aid offices
 - iii. Admissions
 - iv. Athletics
 - v. Academic Standards Committee.
 - 2. Direct reports include
 - a. Advantage Director
 - b. Advising Center staff
 - c. Career Development Center Director.
- D. Assistant Deans. Assistant Dean positions help to develop administrative expertise within the College.
- 1. Terms of Office

- a. Assistant Deans are selected by the Dean, in consultation with the Dean's Council and relevant department chairs.
 - b. FTE devoted to administration is normally 4 workload credits; any additional credit must be approved by the Director and department chair.
 - c. Length of service is negotiated with the Dean and the department chair
2. Responsibilities generally include special projects, as negotiated with the Dean.
- E. Department Chairs. Department chairs are faculty members who hold positions with faculty governance and administrative responsibilities.
1. Terms of Office
- a. Chairs are selected by a majority vote of department members and serve with the consent of the Director and at the pleasure of her/his colleagues.
 - b. Normal length of service is three years-and may be extended for up to three additional years.
 - c. Only in extraordinary situations may an untenured member be elected.
 - d. Serving as Department Chair fulfills a faculty member's service obligation within the College, and the Chair typically receives no additional workload credit for faculty governance tasks. Departments with governance and administrative responsibilities in excess of 1/8 FTE receive workload credits. Such credits may vary from year to year, based on workload and available personnel (see Faculty Governance document, II.F.3 and III.B.1.b).
2. Faculty Governance Responsibilities
- a. Provide consensual leadership for the department to reach its curricular and personnel goals and objectives.
 - b. Conduct written performance reviews for department members, in conformity with university and college policy.
 - c. Represent the department in the college governance structure and act as liaison between the department and the administration.
 - d. Work with the Registrar to determine transfer credit for new, study abroad, and other students who request departmental credit for non-Pacific courses; advise the Registrar on departmental credit issues.
 - e. Work with the department to develop and support student groups connected to the department's academic mission.
 - f. Hold sufficient department meetings to carry out the department's academic mission and to maintain good communications and morale in the department.
 - g. Oversee mentoring of untenured department members.
 - h. Participate in and normally chair searches for full-time faculty members, in accordance with the procedures outlined in this document.
 - i. After receiving approval from the Director, hire part-time term faculty members and oversee their supervision.

- j. Work with the Director on personnel issues within the department.
3. Administrative Responsibilities
- a. Work with departmental colleagues and the Director on developing class schedules.
 - b. Work with the Director on the department's budgetary and personnel needs.
 - c. Coordinate departmental support for the work of the Admissions Office.
 - d. Oversee the department's representation at Pacesetters and other events.
 - e. Oversee departmental staff, budgets, facilities, and equipment.
 - f. Oversee the department's section of the catalog.