

Salt Lake Community College
ASSOCIATE DEAN (AD) MODEL PROCEDURES

PURPOSE: Salt Lake Community College values and endorses strong and effective academic leadership, and first tier academic leadership, Associate Deans (ADs), are the foundation for strong and effective academic leadership. This document is intended to establish the role, scope, and duties of the AD at SLCC and explain related personnel matters and procedures. These procedures encompass and replace all previous AD procedures, but do not supersede Board or Regent's policy and procedures.

SLCC's ADs are primarily responsible for shaping a division's success, growth, and future. They have a direct influence over the professional growth and development of individual faculty and students. The work and effort of effective ADs transcends routine management tasks. ADs must clarify, communicate, and implement the department's vision, mission, guiding principles, goals, and expectations. Acting as the primary spokesperson for assigned faculty and students, ADs work with the College administration, peer institutions, the community, and prospective students in the critical areas of curriculum development, recruitment, and retention. They must proactively facilitate professional teamwork among faculty members in order to achieve the desired vision and mission as the best skills, knowledge, and attitudes of faculty are implemented in a collective effort to achieve that end. Because of the impact of their leadership, ADs must be carefully selected, trained, and mentored as they accomplish this crucial role.

Personnel Status of ADs: Serving as leaders for faculty in their teaching and service roles, ADs are full-time administrators who retain aspects of faculty status and roles.

- A. ADs are at-will and serve at the pleasure of the College president.
- B. ADs are full-time administrators with personnel assumptions and procedures consistent with other exempt administrative employees (a position that is not subject to requirements of the overtime pay and minimum wage provisions of the Fair Labor Standards Act). ADs retain the following aspects of the faculty role:
 - 1. Tenured Faculty. A tenured SLCC faculty member selected as AD retains their tenure and academic rank they had achieved before becoming an AD. ADs do not, however, accrue experience toward faculty rank advancement while serving in an administrative role.
 - 2. Non Tenured. SLCC personnel selected as an AD and have a tenure track position will retain their rank and tenure status they had achieved at the point of

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hiring. However, non-tenured faculty do not accrue credit toward tenure and rank advancement while serving as AD.

3. External Hires. Employees hire from outside the College have no rank or tenure status upon hire.

Appointment of ADs:

- A. ADs are appointed as Administrators without a prescribed term of office or rotation.
- B. In appointing ADs, all provisions of college policy, Chapter 2, Section 2.02, paragraph V, Personnel Hiring, will apply and serve as a minimum standard. SLCC shall first consider internal applicants. The position will be posted for not more than 10 working days. The search committee makes a recommendation to the Dean and the Dean in turn makes a recommendation to the Provost that either (a) an internal applicant be appointed to the position, or (b) a full external search be conducted. The external search will be conducted in accordance with the regular College hiring process. As with any external search, all SLCC employees, including those from within the department, may apply.
- C. ADs will be subject to performance review as outlined within college policy, Chapter 2, Section 2.02, Employee Performance Appraisal.
- D. Unless budgetary conditions preclude it, whenever an AD is selected from among the faculty members in a division or department, the College will hire a replacement faculty to fill the resulting vacancy.
- E. SLCC will establish a common entry salary level for ADs, and all beginning ADs will be paid that annual amount. No other factors will be included in any formula to set the ADs' initial salary level. In subsequent years, the ADs' salary will be subject to annual salary procedures or other adjustments, as per College policy.
- F. ADs follow College procedures for sick and vacation leave and other benefits provided for administrative employees.
- G. ADs' duty hours and duty days are those of exempt administrative employees (a forty-hour work week, typically 8:00 AM to 4:30 PM, and a twelve-month duty calendar), and ADs receive the administrative approved holidays, not the student's or faculty's holidays.

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H. If the AD position becomes vacant due to dismissal, resignation, unexpected prolonged leave, illness, death, resignation, or other circumstances, the dean with the approval provost and the human resources office may appoint an interim AD to fill this position until a new AD can be appointed.

Administrative Removal:

A. ADs, tenured or non-tenured, may be subject to termination for cause. The provisions of college policy, Chapter 2, Section 2.02, Disciplinary Sanctions & Termination, will apply. NOTE: tenured AD's may be removed for poor job performance as an AD. The inability or unwillingness to meet minimum job standards of the administrative role. Unless there are other mitigating factors, poor performance as an AD will not be considered sufficient cause for institutional dismissal, and they will be retained as faculty.

Resignation, and Return to Teaching. ADs are required to notify their Dean in writing of their intention to resign their position by submitting a letter of resignation to the Dean. The resignation will become effective at the beginning of the academic term (fall, spring, or summer) mutually agreed upon by the AD and his or her Dean.

- A. Tenured Faculty. ADs in good standing who have achieved tenure have the right to return to, or be placed in, a faculty position.
- B. Non Tenured and External Hires. ADs who do not hold tenure as an SLCC faculty and serving in good standing may request in writing to their dean their desire to return to a faculty role, but their request will be considered on a case-by-case basis predicated on the needs of the institution and are approved at the administrations discretion.
- C. Compensation. The AD who were previously full-time faculty will be placed on the faculty scale at a position appropriate to their teaching experience and longevity at SLCC, including salary advancement money (as a percentage of salary) as if they had continued as faculty. However, non-tenured faculty do not accrue credit toward tenure and rank advancement while serving in an administrative role.

AD Job Description:

An AD must meet the current minimum *Education and Experience and Knowledge and Skills* job qualifications for a faculty member in the department or division. Other qualifications may be

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specified by Dean in consultation with faculty assigned to that department or division.
Following are minimum qualifications for internal AD nominees:

A. Education and experience:

1. Have served as full-time faculty member who have taught for at least three years (may include administrators returning to teaching, retired faculty members who want to return, etc.).
2. Evidence of significant and productive participation in department-level processes such as scheduling, program review, department test preparation and administration, curriculum development student issues, and other department tasks.

B. Knowledge and Skills:

1. Innovative, collaborative and flexible management style.
2. Ability to work in a team setting.
3. Demonstrated excellent written and verbal communication skills.
4. Ability to address faculty, staff, and student issues in a positive manner at the department or division level and in collaboration with other college departments, divisions, and administrators.
5. Ability to meet deadlines.
6. Integrity and high ethical standards, and an ability to engender trust.
7. Excellent computer skills.
8. Ability to lead, direct, and manage departmental personnel, making appropriate decisions.
9. Ability to manage the department or division in compliance with College policies, procedures, guidelines, and direction.

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10. Commitment to keep the College accessible to a diverse urban population and ability to promote cultural, economic, and ethnic diversity.

Essential Duties and Responsibilities:

All ADs have the following essential duties and responsibilities, and particular ADs may have additional duties and responsibilities as assigned by the Provost and the supervising Dean.

A. Leadership:

1. Provide leadership, support and supervision for department or division faculty and staff.
2. Coordinate department or division faculty and staff in endeavors to achieve the College's mission and strategic plan.
3. Help the department or division faculty to establish an appropriate vision and appropriate goals that have a clear tie to the College's mission, and coordinate efforts to achieve those goals.

B. Academic Programs

1. Assist the dean in developing new and modifying existing programs to promote student learning outcomes and program effectiveness. This may involve activities such as the following: Collecting and utilizing survey data and student interest data; developing program impact; preparing and coordinating articulation agreements; implementing Concurrent Enrollment processes; coordinating transfer information; coordinating utilization of facilities.
2. Initiate, plan, and oversee implementation of all academic offerings in the division or department, with appropriate involvement of assigned faculty and staff, the Dean, and College planning bodies. Wherever appropriate, utilize and report the advice of Program Advisory Committees (PACs) and provide staff support for PACs.
3. Along with deans, take a leading role in academic program quality and assessment of student learning outcomes. Serve on the school Curriculum Committee and Student Learning Outcomes Assessment Committee. Assist with

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department- and College-wide evaluations for agencies such as the Board of Regents, the Northwest Association of Colleges and Universities, and provide leadership for disciplinary and/or processional accreditation.

4. Ensure inter-departmental/inter-division coordination and cooperation, communicating effectively with the dean, the department members, and other members of the College community.
5. Meet with department or division members on a regular basis to ensure coordination, communication, and dissemination of information.
6. Ensure that the class schedule meets students' needs, while at the same time being fiscally responsible and efficient. Participate in College-wide scheduling processes in a timely manner, meeting all established deadlines. Coordinate with regional directors in scheduling classes at the College's various sites. When classes must be canceled, coordinate with affected students, the Scheduling Office, and facilities administrators.
7. Support the exploration, scheduling, improvement, and use of learning modalities and delivery methods, including flexibly scheduled learning, distance learning, and classroom technologies.
8. Ensure that the College catalog is accurate, well written, and current, and assist in the preparation of all relevant College documents, including the class schedule, brochures, etc.
9. Maintain an inventory of current course syllabi, and monitor the development of new and revised syllabi.

C. Personnel:

1. Ensure that College personnel policy and procedure is appropriately applied to personnel matters within the department or division.
2. Coordinate and approve Academic Support Compensation within guidelines in the Academic Guide and others established by the College.

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3. Utilize College policy and procedure to resolve faculty and staff grievances, concerns, and problems.
4. Coordinate and evaluate the professional activities of all members of their division or department, to include providing guidance to faculty regarding professional growth, evaluation, and tenure. Participate in the tenure process as described in policy. Assist the Office of Human Resources and Faculty Development Office in coordinating and facilitating necessary faculty records.
5. Consult with faculty members and the Dean regarding faculty recruitment, appointments, promotion, sabbatical leave, faculty retention, and other personnel matters, adhering to all appropriate policies and procedures.
6. Hire, orient and train, supervise and (if needed) discipline adjunct instructors and coordinate with assigned faculty and other College offices in their administration, and help adjunct instructors to develop pedagogic skills and collegiality within the department.
7. In collaboration with the Dean and Provost, verify and manage the assignment of the full-time faculty teaching assignments in compliance with established procedures and directives.
8. Provide for the management and supervision of assigned support staff and facilitate support for faculty teaching and service activities.
9. Appoint appropriate task forces and work groups within the department or division.
10. Schedule and coordinate work-study students, lab coordinators, readers, graders, and aides where applicable.

D. Students:

1. Serve as liaison for the department or division, especially for students. This requires that the AD's office be covered, such that students and staff will find the AD's office attended and open for business during regular business hours.

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2. Coordinate with Student Services and department or division members to provide appropriate advisement and consultation for students in department and division programs.
 3. Coordinate with Student Services and faculty members to recruit students to department or division programs.
 4. Participate in admission processes for selective programs, and help adjudicate student grievances as described in the Code of Student Conduct, and serve as a liaison for students and adjunct faculty members.
 5. Promote successful student transfer and/or job placement and/or cooperative education placement.
 6. Coordinate with Student Services in the administration of financial aid and scholarships.
- E. Budget:
1. Monitor department inventory, supplies, and capital equipment.
 2. Prepare and maintain a department or division budget.
 3. Coordinate the informed budget process among department or division members and initiate budget requests with their justifications.
 4. Maintain fiscal control of department budgets, ensuring that department funds are used in accordance with all College policy and state statute.
- F. Teaching: As leaders of faculty, it is important that ADs have dep familiarity with the faculty roles and duties within the department. Therefore, all ADs are encouraged to teach at least one class per year, depending on the needs of the department or division. ADs may fulfill this teaching duty during any time of day, during any term, and in any delivery format that best meets the department's needs. Deans are responsible to insure that the ADs teaching schedule does not detract from their primary administrative duties. Compensation for teaching will be at the overload rate, and will not exceed 0.5 FTE for the teaching discipline, or a total exceeding 1.5 FTE for the fiscal year.

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G. Other duties as assigned.

Training for ADs:

The duties and responsibilities described above require that ADs develop a great deal of administrative expertise. To help ADs meet the demands of their role, SLCC will provide training services, and ADs shall participate.

Implementation:

The AD model procedures outlined herein will become effective as of July 1, 2012. Those individuals currently serving as a chair or division chair who were placed internally under the extant "Chair Model," may continue to serve through the end of their 3 year term as chair or division chair, as which point the revised position will be posted in accordance with the procedure outlined above and within other applicable college policies. Those individuals currently serving as a division chair will be reclassified and continued under the new model. Changes in the scope of responsibility, remuneration reflecting those changes, and other factors will be evaluated on a case-by-case basis. A change in title from Chair or Division Chair to Associate Dean alone will not be considered sufficient for changes in remuneration.