

### **1.3 The institution's leadership creates and sustains a leadership system at all levels that is marked by high performance, appropriate responsibility, and accountability.**

#### **Evidence:**

The [leadership structure](#) of Sonoma State University is organized into appropriate divisions. Consistent with the policies of the Chancellor's Office, CSU presidents and their institutions are evaluated every six years. The most recent evaluation of the **SSU President** was performed in 2005. [Performance evaluations of administrators](#) are performed annually. Employees who are part of the MPP are evaluated by the appropriate administrator for evaluation form. Faculty perceptions of administrator performance are assessed by means of a questionnaire (See <http://www.sonoma.edu/uaffairs/policies/Sample%20Quest-Periodic%20Rev%20Admin.doc>). The Office of the Provost is currently developing a process for evaluating department chairs. The proposed guidelines for this process have been shared with the Deans of each school, and one school has moved ahead with evaluating department chairs.

Each division is engaged in developing a strategic plan, which will reflect unique divisional priorities while being compatible with the university-wide strategic plan.

#### ***Academic Affairs***

[Academic Affairs](#), the largest unit in the University, is headed by the Provost and Vice President of Academic Affairs. As the Chief Academic Officer of SSU, the Provost provides the leadership required to ensure continuous quality improvement of the university's academic programs. As a member of the President's Cabinet, the Provost is a key contributor to the development of all major university policy decisions. In collaboration with the academic deans and the faculty in the Academic Senate, the Provost establishes, coordinates, and implements academic goals, educational policy, curriculum planning and development. The Provost is also responsible for program review, funding support, resource allocation, and personnel actions pertaining to faculty and academic staff in the context of statewide collective bargaining agreements. The Provost acts as the President's designee on campus, local, regional, state, national and CSU committees, and acts as President in his or her absence.

The Division of Academic Affairs is comprised of the following areas: Academic Programs and Faculty Affairs, Academic Resources,

Institutional Research, Research and Sponsored Programs, the Schools, and the University Library. The Academic Resources, Institutional Research, and Research and Sponsored Programs Associate Vice Presidents' report directly to the Provost, while Academic Programs and Faculty Affairs staff report to the Vice Provost for Academic Affairs, who, in turn, reports to the Provost.

Within Academic Affairs, instructional programs of the university are housed in five academic [schools](#), Arts and Humanities, Business and Economics, Education, Science and Technology, and Social Sciences, each with an academic Dean who reports directly to the Provost. The Deans of the School of Extended Education and the University Library also report to the Provost. Each of the Deans is responsible for the fiscal management, academic programs, and planning activities within their respective Schools.

The Deans, as well as the Vice Provost and the Associate Vice Presidents, serve on the [Academic Affairs Committee](#), the academic advisory board to the Provost. Additionally, the Provost convenes the Academic Affairs Budget Advisory Committee ([AABAC](#)), whose membership includes the members of the Academic Affairs Council, as well as faculty, staff and student representatives. AABAC provides consultation, advice, and recommendations on fiscal matters within the Division.

The organizational [chart](#) for the Division of Academic Affairs reflects a leadership system with appropriate responsibility delegated to the various areas within Academic Affairs.

All management personnel (MPP) are [evaluated](#) yearly by their appropriate administrator, which assures performance standards and accountability criteria are met. Additionally, the Provost, Vice Provost, Associate Vice Presidents for Academic Resources, Institutional Research, and Research and Sponsored Programs, as well as the Deans, are periodically evaluated in accordance with the [Periodic Review of University Administrators Policy](#). The policy provides opportunities for input from faculty, staff, and students into the evaluation process of the academic leadership of the university, ensuring that these administrators remain accountable and perform their duties to a high standard of achievement.

## ***Administration and Finance***

[Administration and Finance](#) consists of the following units: Budget, Capital Planning, Design and Construction, Entrepreneurial Activities, Facilities Services, Financial Services, Human Services, Information Technology, Police and Parking Services, Risk Management, Treasury Services, and University Business Services. In addition, the Division has responsibility for the campus Common Management Systems project, two auxiliary organizations, the Sonoma State Enterprises Incorporated and the SSU Academic Foundation, and coordinates all legal affairs of the University and its auxiliary organizations.

Administration and Finance is led by the Vice President for Administration and Finance who is also the Chief Financial Officer (CFO) of the University. The Vice-President's performance is assessed annually by the President in accordance with the yearly performance review policy. In addition, in accordance with the Campus Policy on the Periodic Review of Administrators, input from the campus community is obtained related to the performance of the Vice-President/CFO. Supporting the Vice-President are various Senior Directors who are evaluated on an annual basis per the Senior Director accountability requirements. Any salary adjustments are tied to each Senior Director's annual review.

To ensure high performance and accountability, Administration and Finance follows written guidelines set forth by the CSU in regards to the administrative and financial standards, policies, and practices of the University. These guidelines are derived from the CSU Executive Orders, [State University Administrative Manual](#), [California State Administrative Manual](#), CSU Auxiliary Guidelines, and [SSU Campus Policies](#). In addition, the Division's activities are executed in accordance with a strategic plan discussed with the Campus Reengineering Committee. Assessment of the Division's relative performance is obtained via independent external and internal [audits](#). In addition, Administration and Finance conducts formal self-assessments of its activities on a regular basis. The Division has received a number of [awards](#) for its high performance in its Facilities Services, Information Technology, Financial Services, Police and Parking Services units.

### ***Student Affairs and Enrollment Management***

[Student Affairs and Enrollment Management](#) consists of the following units: Admission; Advising, Career and EOP Services; Athletics; Children's School; Counseling and Psychological Services;

Disabled Student Services; Center for Student Leadership, Involvement and Service; Judicial Affairs; Residential Life; Student Health Center; Student Records; and University Support and Preparation Programs. The Division also has responsibility for two auxiliary organizations, the [Associated Students, Inc.](#) (student representation, community service, campus activities programming) and the [Sonoma Student Union Corporation](#) (Student Union, Campus Recreation, Center for Culture, Gender and Sexuality). All of the non-auxiliaries are supported by publications and marketing, budget management, and Common Management System support. Auxiliaries provide themselves with those support functions.

Student Affairs and Enrollment Management is led by the Vice President for Student Affairs and Enrollment Management who provides oversight and guidance for continuous quality improvement to the University's student life and services programs and activities. The Vice President is a member of the [President's Cabinet](#) and participates in the development of all major university policies. The Vice President's performance is assessed annually by the President in accordance with the University's performance review policy. In addition, input from the campus community is obtained periodically in accordance with the [Campus Policy on the Periodic Review of Administrators.](#)

Supporting the Vice President are the directors of the units and two assistant vice presidents: the AVP for Student Life and the AVP for Student Academic Services and Diversity. In accordance with campus policy the AVPs and Directors, as well as other management personnel plan employees in the division, are evaluated by their appropriate administrators annually on the basis of their annual performance goals.

Assessment of the Division's performance is based on a variety of modalities reflecting the units' qualities, operations and outcomes. All units are required to identify the criteria by which they assess their performance, either by accepting CAS standards or other specialized accreditation standards—i.e., Association of College and University Housing Officers, American Association of Academic Health Centers, NCAA or NYEYC—or by developing in-house goals and objectives with accompanying assessment tools

### ***Development division***

The [Development](#) division consists of the following units: The development office and the alumni relations and development office. The division has the responsibility of donor and alumni cultivation,

stewardship and solicitation as well as alumni relations. Development is lead by the Vice President of Development of the University. The Vice President's performance is assessed annually by the President in accordance with the yearly [performance review policy](#). Supporting the development effort are the Associate Vice President of Development as well as development directors and the director of Alumni relations and Development. They are evaluated on an annual basis and any salary adjustments are based on their annual performance reviews.

Performance evaluation is based on objective factors – total gifts and total numbers of gifts and alumni activity and participation – and less measurable factors – stewardship of donors and planned givers, identification of potential donors, events planning and execution, etc.

Assessment of the Division's relative performance is obtained through several reports that measure philanthropic performance: The Voluntary Support to Education; Alumni Participation data; and the University Advancement Plan and related Goal Matrix which specify philanthropic goals for the University.

### ***University Affairs***

[University Affairs](#) is responsible for Community Relations, Government Affairs, Media Relations, Special Events, Internal Communications, External Communications and Marketing.

University Affairs is led by the Vice President for University Affairs. The Vice President's performance is assessed annually by the President in accordance with the yearly [performance review policy](#). In addition, in accordance with the Campus Policy on the Periodic Review of Administrators, input from the campus community is obtained related to the performance of the Vice President. Supporting the Vice President are the Associate Vice President for Communications and Marketing, the Director of Creative Services and the Special Events Manager who are evaluated on an annual basis. Any salary adjustments are tied to each person's annual review.

University Affairs' activities are conducted in accordance with an annual Tactical Plan and its performance is formally reviewed on a quarterly basis.