

CHAPTER 2 THE ADMINISTRATION

2.10.10 Channel of Authority. The normal channel of authority from the Board of Governors for Higher Education to the faculty, administration and staff of the University shall be through the President. All faculty members and administrative and other officers shall be responsible, through appropriate channels, to the President and only through him/her to the Board of Governors.

* **2.11.10 Administrative Officers and Staff.** The primary officers of administration shall be the President of the University, the Provost and Vice President for Academic Affairs, the Vice President for Administration, the Vice President for Research and Economic Development, the Vice President for Student Affairs, and the Vice President for University Advancement.

* **2.11.11** The other officers of administration shall be the Vice Provost for Academic Programs and Services, the Vice Provost for Information Technology Services, the Vice Provost for Urban Programs, the deans of the colleges, the Graduate School of Oceanography and Admissions; the Director of Enrollment Services.

2.12.10 The Administrative Staff of the University shall comprise all full-time employees who are neither in the state classified service nor members of the faculty. This does not include those persons whose appointments are "for one year only" or "to complete current year only."

2.13.10 Succession. During periods when the President is unavailable or incapacitated, and in the absence of specific action to the contrary by the Board of Governors, the Provost and Vice President for Academic Affairs shall discharge presidential responsibilities as necessary.

2.13.11 In the event that the Provost and Vice President for Academic Affairs also shall be unable to act, the Vice President for Administration shall do so. In further sequence, the responsibilities shall be assumed as follows: the Vice President for Research and Economic Development, the Vice President for Student Affairs, the Vice President for University Advancement.

2.13.12 The policy in this section (2.13.10-12) shall relate to functioning only and in no instance shall the title "Acting President" be used except by specific authorization of the Board of Governors.

2.14.10 Appointment of Administrative Officers. Whenever an administrative officer position becomes vacant there will be a search conducted by the department or division, in compliance with the Affirmative Action Hiring Procedures. The department or division head shall appoint a search committee. This committee shall be comprised of five to seven members of the academic community. Search committees for academic administrative positions and Vice Presidents shall include two faculty members appointed by the Faculty Senate. Search committees shall be appointed following University Affirmative Action guidelines. Committee membership may be enlarged when wider representation of interest is desirable. The appointment of the President is regulated by the Education Act of 1981 (see Appendix A section 1.6).

2.14.20 Appointment of Assistant Provost, Assistant Vice Presidents and Assistant and Associate Deans. Whenever an Assistant or Associate position becomes vacant there will be an Affirmative Action Search conducted by the administrative unit in compliance with Affirmative Action hiring procedures.

2.14.21 Under most circumstances internal searches will be conducted. External searches may be conducted when the available pool is not sufficiently diverse or when a concerted effort is made to increase the number of underrepresented groups in these positions.

2.14.22 The search committee shall be comprised of at least five members who are representative of the unit or of the faculty of the College. Each search committee shall also include appropriate staff and student representation. The search committee shall be appointed by the Provost and Vice President for Academic Affairs, Vice President or Dean of the College in consultation with the Affirmative Action Officer.

2.14.23 The search process must be open with at least a two week posting period for internal searches and a reasonable and appropriate length of time for external searches.

2.14.24 The search committee shall assemble a suitable list of candidates from the applicant pool, screen the candidates by reviewing their qualifications and make recommendations regarding the candidates to the Provost and Vice President for Academic Affairs, Vice President or Dean.

2.14.25 Appointment shall be made by the Provost and Vice President for Academic Affairs, Vice President or Dean from a list of candidates recommended by the search committee.

2.15.10 The President shall be the chief administrative officer of the University as provided in the rules and regulations of the Board of Governors.

2.20.10 The Provost and Vice President for Academic Affairs shall serve as the Chief Academic Officer of the University with overall supervision for the teaching and research missions of the University and of the faculty. In addition, the Provost and Vice President for Academic Affairs shall (2.20.11-2.20.19):

2.20.11 Have primary responsibility for academic planning, budget development and management, as well as promotion and tenure procedures for faculty members. Assess, modify or otherwise improve the University's existing academic personnel incentive system.

2.20.12 Recommend long-range goals in academic areas, especially in research and curriculum, to ensure that the University is fulfilling its academic mission while continually adjusting to new intellectual currents in higher education.

2.20.13 Act as Chief Executive Officer in the absence of the President.

2.20.14 Act on behalf of the University in those matters not specifically designated to the vice presidents.

2.20.15 Provide management and leadership in a coordinated program of teaching, research, and grants development.

2.20.16 Act as chairperson of the Council of Deans (Deans' Council, see 5.12.10-11).

2.20.17 Work in conjunction with the Vice President for Student Affairs to ensure continuity between the faculty and student experience.

2.20.18 Respond to faculty needs for appeals beyond the Deans' level and to faculty needs for clarity in the intellectual mission of the University.

2.20.19 Be the authorizing agent for official travel by faculty as set forth in 10.30.11 and for the expenditure of funds for academic units.

2.20.20 In carrying out these responsibilities, the Provost and Vice President for Academic Affairs shall be assisted by the following (2.21.10-2.34.10):

2.21.10 The Assistant Provost shall be responsible for academic personnel and resource planning, faculty welfare and development planning and collective bargaining.

2.22.10 The Vice Provost for Academic Affairs shall provide management and leadership for all academic programs and services, including academic enrollment management, undergraduate scholarship, fellowship, and financial assistance programs, outcomes assessment and faculty workload policy and shall provide overall guidance for undergraduate education.

2.22.11 The Vice Provost shall serve as the primary representative of the Office of the Provost in the absence of the Provost and Vice President for Academic Affairs.

2.22.12 In carrying out these responsibilities, the Vice Provost shall be assisted by the following (2.22.20-2.22.70):

2.22.20 The Dean of Admissions shall plan and develop enrollment goals and management policies related to recruitment, admission, enrollment, and retention of undergraduate students; shall manage the staff and administer the budgets of the Office of Undergraduate Admissions; shall prepare and evaluate plans and statistical reports on admissions, enrollment and retention; and shall serve as the spokesperson for the University in these matters.

2.22.30 The Director of Enrollment Services shall provide overall vision and leadership for the Office of Enrollment Services; assure appropriate coordination of processes within the Office and establish short- and long-range plans for the integration and delivery of enrollment services, and establish budgetary priorities and advocate for the office in the budget process.

2.22.31 The Director shall manage and be responsible for the collection and deposit of all University receipts, including student fees, grant and contract revenues, student aid revenues and miscellaneous income.

2.22.32 The Director shall manage all aspects of registration, student academic records, and faculty services functions.

2.22.33 The Director of Enrollment shall administer federal, state, institutional, and private programs of student financial assistance in the areas of loans, grants, and scholarships.

2.22.34 In carrying out the responsibilities outlined above, the Director of Enrollment Services shall be assisted by Senior Associate Directors.

2.22.50 The Director of the Instructional Development Program (see 3.57.10 for duties).

2.22.60 The Director of the Honors Program (see 8.60.10-8.65.13 for description of program; 4.42 of Faculty Senate By-Laws for duties).

2.22.70 The Director of Student Learning, Outcomes Assessment and Accreditation shall be responsible for providing institutional support and reporting for assessment of student learning outcomes and program improvement measures.

2.24.10 The Vice Provost for Information Technology Services shall be responsible for planning, coordination and leadership for the University's academic information resources, including, but not limited to all units of the Office of Information Technology Services in support of the University mission in instruction, research and academic outreach. Responsibilities include budget development, personnel oversight, and supporting the University's work with its academic and community partners. The Vice Provost shall work closely with the Dean of University Libraries. (See 3.43.10-11)

2.25.10 The Dean of University Libraries shall be responsible for planning, coordination and leadership for the University's Libraries. The Dean shall work closely with the Vice Provost for Information Technology Services. (See 3.42.10-11)

2.26.10 The Vice Provost for Urban Programs shall provide executive leadership and coordination for all programs and facilities associated with the Alan Shawn Feinstein College of Continuing Education and the University's urban programs and initiatives, and serve as the principal advocate for advancing the University's role as a federally designated Urban Grant University. (See also 3.40.10-14)

* **2.27.10 The Dean of the Graduate School** shall be responsible for the University's graduate education programs. He/she shall administer and enforce the regulations pertaining to the conduct of graduate work and the granting of graduate degrees, administer the executive office of the Graduate School, coordinate the development and design of new programs, and serve as an advocate for graduate studies. The Dean shall be responsible for promoting diversity in the University's graduate education and provide a compelling voice for the University's graduate studies to both internal and external constituencies. (See 3.30.10-16.)

2.30.10 The Deans of the Colleges (see 3.20.10-11 for duties).

2.32.10 The Dean of the Graduate School of Oceanography (see 3.31.11 for duties).

2.35.10 The Dean of the University College and Special Academic Programs (See 3.21.21-23 for duties.)

2.39.10 The Ombud shall investigate complaints from members of the University community -- students, faculty, and administrative personnel -- that they have been unfairly dealt within the normal channels of administrative process. The Ombud's office is not intended to replace those normal channels. The services of the Ombud are an exceptional administrative procedure to be used only when the normal channels do not adequately respond.

2.39.11 The Provost and Vice President for Academic Affairs and the Faculty Senate Executive Committee shall jointly nominate a full-time, tenured faculty or an emeritus faculty for the post of Ombud and shall submit the name of a nominee to the Faculty Senate for confirmation, no later than May 1st of the year in which the Ombud's term is to begin.

2.39.12 The Ombud shall serve for a period beginning the day after Commencement following his/her election and ending one week before registration, approximately 27 months later. There shall be no limitation on the number of times a person is elected to the office. The Ombud shall serve on a year round basis during his/her term of office. An Ombud who is on academic-year appointment shall recontract for the summer under the terms governing department chairpersons. During the transition between the confirmation of his/her successor in May and his/her termination, the outgoing Ombud will be responsible for processing cases originating before Commencement in his/her terminal year. His/her successor will be responsible for processing cases, which originate after Commencement and those cases, which remain unresolved as of one week before registration. Close cooperation between the outgoing and succeeding Ombud during the period of transition is expected.

2.39.13 The Areas of Responsibility of the Ombud are Equity, Critical Review, and Recommendations and Report.

Equity: to help individuals or groups in specific cases to get just and equitable treatment. In securing equity, the Ombud shall: afford full opportunity for presentation in confidence of any complaint or grievance from any student, faculty member, or member of the administrative staff alleging unfairness, discourtesy, undue delay, or other malfunctioning in any and all

processes at the University of Rhode Island; investigate, in confidence, to determine the degree of validity of the complaint; and mediate or otherwise resolve the problem, arriving in confidence at what appears to him/her to be a just resolution (in the dismissal of the complaint, or in recommended action based on the verified complaint). (The Ombud will *not* be expected to concern him/herself with the normal operations of established grievance processes or disciplinary procedures contained the *UNIVERSITY MANUAL*, except that s/he may, on the basis solely of his/her own judgment, inquire into possible bias or malfunction in any of those proceedings, and make a confidential report thereon to the office of the President and to the Chairperson of the Faculty Senate).

Critical Review: to help administrative functionaries (whether connected with Student Government or with faculty or administrative offices) to improve their processes, not only correct a particular inequity or injustice but also to prevent its recurrence. In carrying out this function the Ombud shall: be receptive to all suggestions, comments and criticism regarding the general functioning of University processes and procedures (as distinguished from individual grievances or complaints of inequity); make appropriate inquiries; make recommendations in confidence to the administrative officer who heads the particular unit involved; and report to the office of the President and to the Chairperson of the Faculty Senate as to the disposition of the recommendation.

Recommendation and Report: on the basis of inquiry and experience to recommend such changes in procedure and practice as may seem to him/her to be appropriate, and to make final public report of his/her actions. In fulfilling this function, the Ombud shall: in addition to any recommendations submitted in connection with the foregoing functions, from time to time, make such reports and recommendations as s/he deems wise, directly to the office of the President and to the Chairperson of the Faculty Senate, with such substantiation as may be appropriate and prepare an annual report reviewing and evaluating the activities of his/her office during the year, the report to be distributed to the general faculty, the members of the Student Senate, and deans, directors and department heads. In addition to the annual report, the Ombud shall periodically publish in appropriate campus media information on University regulations and suggestions regarding their application.

2.39.14 The Primary Task of the Ombud shall be to serve as a confidential investigator in any specific case of alleged inequity, unfairness or maladministration. In carrying out this task, s/he shall be an impartial spokesperson, both to the person making the complaint and to the person(s) against whose performance the allegation is brought. The Ombud may inquire at the office or other location where the offense is alleged to have been committed, shall be given access to all relevant guidelines, principles, rules, regulations and similar data, and shall the faculty, administrators or students against whom complaints have been brought. S/he shall receive complete and courteous cooperation from any complainant. S/he shall carry out his/her work in privacy, and with full respect for the rights and immunities of all parties. All records, correspondence, and communications in the office of the Ombud shall be kept in a locked file under sole control of the Ombud.

2.39.15 Having completed his/her inquiries s/he shall make such disposition of each case as, in his/her sole judgment, is best. S/he may dismiss the charges as without foundation or merit. S/he may recommend corrective action to achieve justice or equity in the particular case. S/he shall determine the question of equity and fairness not on the basis of opinion or bias or preference, but on the basis of whether or not the rules, guidelines and other governing statutes have been followed honestly and fairly without undue delay. If s/he finds that a particular rule or regulation or statute is itself unfair or makes for inequity, s/he shall convey that finding to the office of the President and to the Chairperson of the Faculty Senate; but s/he shall not at the same time make a finding against an individual who has faithfully adhered to the guidelines then governing the case. Should the Ombud arrive at conclusions which are critical of the operations and practices of the office of the President, or of the Presidential disposition of cases duly reported by the Ombud to the President, s/he shall so

inform the President; and if there is no resolution of the problem which is satisfactory to him/her the Ombud may take the matter directly to the Chairperson of the Board of Governors, informing the President before s/he does so.

2.39.16 Powers of the Ombud shall include: access to all records pertinent to any allegation of inequity or injustice or other grievance coming under his/her jurisdiction; the right to inquire of any officer of instruction or of administration, or of any member of the clerical and custodial staffs, or of any student, in connection with his/her proper inquiries and to receive full and complete answers; the right to mediate or otherwise arrive at a compromise or to arrive at his/her own proposal for solution of the problem at hand; the right to present his/her recommendations for solution to the parties involved and to report such recommendations to the supervisory officers of the person(s) involved and to the office of the President and to the Chairperson of the Faculty Senate; and having completed the foregoing process in confidence the right to make a final public report on the matter.

2.39.17 The Ombud shall be provided with office facilities by the Provost and Vice President for Academic Affairs including part-time secretarial help.

2.39.18 Compensation and Release Time. If the nominee is a full-time faculty member, his/her teaching and/or research load shall be adjusted in consultation with his/her departmental chairperson, his/her dean, and the Provost and Vice President for Academic Affairs. Every effort shall be made to reduce his/her teaching and research load appropriately and professional expectations for accomplishment in these areas shall reflect this commitment to the position of Ombud. S/he shall be free of all committee assignments, student advising and other similar duties, during his/her term of office. The faculty member's department shall be provided with replacement funding from the Provost and Vice President for Academic Affairs to the extent of one course per semester. Any additional released time for a full-time faculty member, shall be negotiated by the nominee with the Provost and Vice President for Academic Affairs before Faculty Senate confirmation. The summer retainer and any compensation for an emeritus faculty member shall be provided by the Provost and Vice President for Academic Affairs.

2.39.19 Student Assistant. The Ombud shall be assisted by a student appointed by the President by July 1 each year in accordance with the procedure outlined below. In March of each academic year, the Student Senate and Graduate Student Association shall conduct searches for their nominees to the position of Student Assistant to the Ombud. The searches shall be conducted in a manner established by each organization. The names of no more than three nominees from each group shall be forwarded to the current Ombud by April 15. Finalists for the position shall be interviewed by a committee composed of the Ombud and a representative of the Provost and Vice President for Academic Affairs. The committee shall be convened by the Ombud and shall make its recommendation to the President no later than June 15. The Ombud's Student Assistant shall perform his/her duties in consultation with and under the direction of the Ombud, shall serve a one-year term, and shall be eligible to succeed himself/herself without a search. The Ombud's Student Assistant shall receive a stipend of \$1000 per semester, to be paid by the University.

2.39.20 Conflict of Interest. If a complaint to the Ombud in any way compromises the objectivity of the Ombud in handling the case; a past Ombud may be called upon to serve on an ad hoc basis. This arrangement will be mutually agreed upon by the Ombud, the Chairperson of the Faculty Senate and the past Ombud concerned.

2.40.10 The Vice President for Administration shall be responsible for the financial, personnel, labor, security and safety activities of the University and for all matters concerning its development, operation, property and plant.

2.40.11 In carrying out these responsibilities the Vice President shall be assisted by the following (2.41.10-2.49.10):

2.41.10 The Assistant Vice President for Business Services shall be responsible for administering and directing the business and support service functions for the University's campuses, and shall be responsible for the following (2.41.11-15):

2.41.11 The Director of Facilities Services shall be in charge of maintenance and repair, cleaning and upkeep of campus facilities, grounds, major systems and automobile fleet, and shall oversee the heating plant, all capital projects and the development and construction of new and existing facilities, and shall supervise the University Stores operations which includes warehouse, supply office, custodial, automotive and trade shop supplies

2.41.12 The Director of Safety and Risk Management shall be responsible for development and management of all programs of insurance, risk management, fire and occupational safety and health for all University facilities and personnel.

2.41.13 The Director of Public Safety shall be responsible for matters of physical security and the administration of Campus Police, traffic and physical security services.

2.41.14 The Director of Purchasing shall procure the goods and services needed for the operations of the University.

2.41.15 The Director of Property and Support Services shall supervise the property department, as well as central receiving, postal and printing services.

2.41.16 The Director of Capital Projects shall be responsible for overseeing the development of all new buildings and other capital projects in conjunction with the University Campus Master Plan.

2.41.17 The Director of Capital Planning and Design shall be responsible for planning and design of campus physical improvements, new construction and renovation projects of buildings, utilities and landscape, space planning and maintenance of University's aesthetic and functional objectives, including longevity, sustainability, functionality and architectural appropriateness.

2.42.10 The Assistant Vice President for Human Resources and Director of Labor Relations shall be responsible for the development and improvement of employment at the University and shall direct change in the reporting systems of employee records, as well as be in charge of maintaining the collective bargaining agreements between the Board of Governors for Higher Education and the Unions representing University employees.

2.42.11 The Director of Personnel Services shall be responsible for all aspects of the personnel services functions for University employees, including recruitment and placement, personnel records administration, benefits, classification, and employee relations.

2.44.10 The Director of Budget and Financial Planning shall be responsible for preparing the University budget for presentation to the Board of Governors and State of Rhode Island, for developing in-house allocations to all cost centers, for monitoring levels of actual expenditures to prescribed allotments, for projecting the financial status of the University, and for developing financial inputs into academic programs.

2.45.10 The Controller shall be responsible for establishing, coordinating and maintaining through authorized management an integrated plan and system for the control of financial operations in accordance with operating policies, and shall be responsible for the following (2.45.11-14):

2.45.11 The Associate Controllers shall be responsible for the design and maintenance of internal fiscal controls and the analysis and reporting of financial data, including the University-wide annual audit.

2.45.12 The Assistant Controllers shall be in charge of the recording and reporting of financial transactions and the management of cash flow forecasting and cash management.

2.47.10 The Manager of Conference and Special Program Development shall be responsible for the promotion and operation of conferences and special programs and shall do so in cooperation with other University departments as appropriate.

2.48.10 The Internal Auditors shall be responsible for review of institutional policies and procedures, financial audits of University programs, and determination of compliance.

2.49.10 The Director of the W. Alton Jones Campus shall be responsible for managing and directing the business and the assignment of conference and environmental education facilities at the W. Alton Jones Campus.

* **2.50.10 The Vice President for Research and Economic Development** shall serve as the Chief Research Officer of the University with overall supervision for the research and economic Development missions of the University.

* **2.50.11** The Vice President shall be responsible for the research programs and economic development initiatives and be an advocate for the University's outreach activities. He/she also is responsible for facilitating ongoing academic research opportunities, strengthening research infrastructure, nurturing research ideas and initiatives and management of the URI Research Foundation. The Vice President shall be responsible for promoting diversity in the University's research enterprises and provide a compelling voice for the University's research and outreach activities to both internal and external constituencies.

* **2.50.12** The Vice President shall, with the assistance of staff, sign on behalf of the University, applications for research grants and contracts for outside agencies, federal, state, local or private; shall be in charge of reporting and recording research grants and contracts; serve on the University Research Council and, in that capacity, maintain files of the council, accept applications for committee grants and notify applicants of committee action relative to applications; maintain current files on federal, state, local and private foundations or granting agencies to which University personnel seeking funding for research projects might apply, and, as they may desire, consult with and advise staff members on the processing of applications; review and grant clearance for distribution of research questionnaires designed by faculty or students for off-campus use; keep current and distribute sets of the University Research Facilities Inventory; maintain an information file for the use of faculty or staff members in matters of patent or copyright policy or application; and act as a liaison officer in matters pertaining to the general research policy.

* **2.50.13** The Vice President shall have oversight of the University of Rhode Island Foundation and serve as an ex officio member of the Board of Directors. (see 3.50.10-3.50.21).

2.60.10 The Vice President for Student Affairs shall be responsible for integrating within the academic goals of the University the broad range of programs and activities that constitute the life of the student outside the classroom and for assuring that each student has the opportunity for a fully integrated and absorbing educational experience, including the cultural, social, academic and recreational aspects. In addition, the Vice President shall be responsible for guiding and coordinating the fiscal management and programs of the student service auxiliary enterprises.

2.60.11 The Vice President shall have administrative responsibility for the Memorial Union Advisory Council, the Student Health Advisory Council, the WRIU Advisory Committee, and the Student Rights and Responsibilities Committee (see 5.73.10-13). In carrying out these responsibilities, the Vice President shall be assisted by the following (2.61.10-2.72.10).

2.61.10 The Assistant Vice President for Student Affairs and Dean of Students shall be responsible for providing programs and services to meet the needs of student subgroups such as commuter students, graduate students, older students, students with disabilities, and

women students; advising student organizations which represent these subgroups; substance abuse prevention; coordinating the University Conduct System; and serving as University compliance officer for the Family Educational Rights and Privacy Act.

* **2.62.10 The Assistant Vice President for Student Affairs and Director of Housing and Residential Life** shall serve as the university's emergency response officer and coordinate professional development programs and budgets for the Division of Student Affairs and shall be responsible for the management of the residence halls.

2.63.10 The Administrator of the University Bookstores shall manage the University Bookstores.

2.64.10 The Administrator of Dining Services shall be in charge of the dining halls for students, the catering service, and the Memorial Union Food Services.

2.66.10 The Director of the Memorial Union and Student Involvement shall be responsible for the overall management of the Memorial Union as an integral part of the University's educational mission; supervising its services and facilities through coordination of physical, financial, and personnel resources; coordinating non-athletic co-curricular campus activities; advising all student organizations concerning their student activity programming needs; maintaining a master calendar of activities and facilities for non-academic events; and working closely with the Memorial Union Board of Directors and Memorial Union Advisory Council (5.17.10-13).

2.67.10 The Director of Health Services shall maintain the health, safety and well-being of the students; direct the University Health Services; cooperate with all divisions of the University in maintaining the health and safety of the campus environment and assist in developing programs of education in prevention and intervention. Appropriate medical service shall be provided for students and emergency medical care for any person on campus.

2.67.11 The Director shall be assisted by the Director of Clinical Services who shall formulate and administer clinical policies.

2.68.10 The Director of the Counseling Center shall administer a comprehensive mental health program for a diverse student population including short-term personal counseling, group counseling, and educational outreach programs and shall develop programs and work shops for University students and staff on human development and mental health issues, as appropriate.

2.69.10 The Director of Career Services shall manage a comprehensive career center which integrates career development with academic and co-curricular activities and offers programs for all aspects of career development from basic career awareness for freshmen through placement and recruiting activities for seniors and alumni.

2.71.10 The Director of Multicultural Student Services shall be responsible for programs and services to multicultural students and the management of the multicultural center.

2.72.10 The Director of Special Programs for Talent Development shall be responsible for recruiting students for Talent Development and providing academic support services and programs for Talent Development students.

2.75.10 The University Chaplains, although not administratively responsible to the Vice President for Student Affairs, shall be expected to maintain cooperative relations with the Vice President's office.

2.80.10 The Vice President for University Advancement shall be responsible for directing and coordinating alumni affairs and athletic booster relations; communications; public affairs; private sector fund raising for, or in behalf of, the University; and for all alumni donor record

keeping. The Vice President shall serve as the external liaison to a variety of university constituencies.

2.80.11 In carrying out these responsibilities the Vice President shall be assisted by the following (2.81.10-2.84.10):

2.81.10 The Associate Vice President for Development shall identify sources of financial support; and plan and conduct programs for raising funds from private sources, including business and industry, foundations, the general public, alumni, and individual bequests. In addition, the Associate Vice President shall be responsible for overseeing divisional fiscal and personnel matters and shall serve as an internal manager on behalf of the Vice President.

2.82.10 The Director of Communications shall administer the information and public relations efforts of the University, including the management of internal and external communications programs for administrators, faculty members, staff and student groups. The Director shall design and implement programs and strategies addressing the public relations and information needs and problems of the University.

2.83.10 The Director of Alumni Relations shall direct the alumni office, supervise alumni publications, promote the alumni program in the field; maintain alumni records and mailing lists and work with class officers on plans and programs for reunions and other alumni events; organize and strengthen alumni clubs and their programs; act as liaison between the University and the Alumni Association; and promote with undergraduate groups an understanding of Alumni Association objectives.

2.83.11 The Director of Publications shall plan, edit, and in some cases, write official publications of the University; supervise the printing thereof; and insofar as possible give similar assistance to faculty and staff in the preparation of other publications.

2.83.12 The Director of Advancement Services reports to the Director of Alumni Relations and is responsible for managing University Advancement Services, which includes: alumni record system (including electronic mail records); gift processing (all private gifts, including Athletics, to the University); gift acknowledgement; and gift records (including gift tracking and pledge reminders).

2.84.10 The Director of Athletic Development is responsible for all major gift and capital project fund raising for Athletics, for RIRAA annual giving, and for special event fundraising. The Director is also responsible for planning and carrying out an ongoing stewardship program for Athletic donors and donor prospects. The position reports directly to the Vice President for Advancement, with a functional reporting relationship to the Athletic Director.

* **2.90.10 The Executive Assistants to the President and Directors of Planning Services** shall report to the President and shall be responsible for the coordination of strategic planning for the university, and for providing overall assistance to the President in the leadership of and support for special projects and meetings.

2.91.10 The Director of Affirmative Action, Equal Opportunity and Diversity shall serve as an educator and spokesperson for the University regarding issues of affirmative action, equal opportunity and diversity. The director shall develop, implement, supervise and monitor affirmative action and equal opportunity programs in compliance with state and federal regulations, Board of Governors' policy, and the University's goals to enhance diversity within the University community.

* **2.92.10 The Director of Athletics** shall report to the President and shall be responsible for men and women's intercollegiate athletics, and as the coordinator of athletic facilities, shall be responsible for the management of facilities and equipment.

- * **2.93.10 The General Counsel** shall provide legal services to the President and his staff, represent the President and the university before boards, commissions, and courts as necessary, and such other duties as the President may assign.

- * **2.94.10 The Assistant Vice President for Public Affairs** shall plan, develop and administer the overall government relations activities of the University.