



FACULTY HANDBOOK

SPRING 2009

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1. Faculty Issues

1.0 Academic Structure

The School of Business (SoB) is the basic academic unit for business studies at The University of Texas of the Permian Basin. The Dean of the School handles major administrative management in conjunction with the Associate Dean, the Chair of Undergraduate Studies, the Chair of Graduate Studies, and the Chair of Industrial Technology. The Coordinator of Business Studies is a full-time staff member who plays a critical role in advising and works closely with the Chairs and faculty in this role.

Faculty in the School of Business are further organized under volunteer Discipline Coordinators reporting to the Dean, including Accountancy, Economics, Finance, Management, and Marketing. Faculty in Industrial Technology report to the Chair of Industrial Technology who in turn reports to the Dean. Discipline Coordinators are appointed by and serve at the discretion of the Dean.

1.1 Academic Dean

The Dean of the School of Business reports to and is responsible to the Provost and Vice President for Academic Affairs. The Dean's responsibilities include but are not limited to the following.

1.1.1 Leadership

- (1) Represent the School's needs and interests vis-à-vis those of other Colleges and Schools and offices within the University.
- (2) Serve as spokesperson for the School on appropriate occasions.
- (3) Provide leadership in University and School accreditation efforts and reporting.
- (4) Provide leadership in promoting enrollment growth in the School's programs within the parameters of the University's enrollment growth plan.
- (5) Provide leadership in developing new academic programs as needed.
- (6) Coordinate and direct the development of community support for the School and its programs.
- (7) Serve as a spokesperson in communicating faculty concerns to the University's administrators.
- (8) Promote appropriate business honor societies, such as Beta Gamma Sigma, recruit faculty to serve in leadership positions in the local branch, and appoint faculty committees for membership decisions.
- (9) Work with the faculty of the School and the Library Director to develop the library collection in a manner that enriches and supports the School's programs.

1.1.2 Administration

- (1) Guide the preparation and implementation of sound plans to accomplish School objectives and achieve stated goals.
- (2) Develop and oversee the School's budget, prepare budget requests, allocate funds (including funds for faculty travel), and supervise the School's expenditures in consultation with the School's administrators and faculty and under direction of the University administration.
- (3) Ensure that appropriate internal controls are implemented and monitored in the School, including various inventory and auditing activities and annual risk assessment.
- (4) Supervise the School's implementation of the policies and programs of the University's administration.
- (5) Administer the physical facilities assigned to the School and coordinate with appropriate administrative offices in planning use of physical facilities by the School.
- (6) Supervise School administrators, including the Associate Dean, Chairs, and Discipline Coordinators.
- (7) Supervise the School's staff, including the Coordinator of Business Studies, Administrative Assistant II (administrative assistant to the Dean) and Administrative Assistant I ("faculty secretary"), and student workers; delegate supervisory responsibilities when and where the Dean deems appropriate; and oversee the assignment and exercise of supervisory responsibilities by other School administrators.
- (8) Conduct probationary period and annual performance reviews of all full-time staff.
- (9) Assign graduate and undergraduate student assistants to faculty, School administrators, and staff and oversee the assignment of duties to student workers.
- (10) Assist faculty members in the assessment and referral of student discipline cases to the VP for Student Services and in accordance with School and University policies.

1.1.3 Faculty Affairs

- (1) Facilitate faculty development by encouraging appropriate teaching, intellectual contributions, and service to the School, the University, and the external community.
- (2) Make effective efforts to reward faculty performance in a suitable manner.
- (3) Recommend and provide justification for new faculty positions.
- (4) Direct the recruitment of new and replacement faculty, including the appointment of faculty search committees.
- (5) Manage the appointment, reappointment, and assignment of lecturers, untenured assistant professors, and adjunct faculty.
- (6) Supervise the formal annual evaluations of the faculty, including appointment of the Chair and a faculty representative to the School's Retention, Promotion, & Tenure Committee.
- (7) Make recommendations to the Provost and Vice President for Academic Affairs and the President concerning the tenure, promotion, salary adjustments, teaching assignments, reappointment, termination, discipline, and similar actions for the

- School's faculty, in accordance with the *School of Business Faculty Handbook*, the University's *Handbook of Operating Procedures*, and approved evaluation document provisions.
- (8) Appoint chairs and members to standing and ad hoc committees within the School and make recommendations for faculty appointments to University committees.
 - (9) Provide new full-time and part-time faculty with an orientation to the campus community, culture, and procedures, including adequate introduction to the teaching assignments, departments, and University.
 - (10) Maintain faculty, staff, and student morale through the appropriate resolution of conflicts.

1.2 Associate Dean

The Associate Dean of the School of Business reports to and is responsible to the Dean of the School. The Associate Dean serves a three-year term of appointment, which is renewable. Duties of the Associate Dean include but are not limited to the following.

1.2.1 Accreditation

- (1) Direct and coordinate SACS and AACSB International accreditation efforts and reporting by the School of Business throughout the year.
- (2) Direct and coordinate the AACSB International assurance of learning and assessment activities.
- (3) Direct and coordinate the SACS institutional effectiveness activities.
- (4) Monitor class scheduling activities to assure compliance with University guidelines and accreditation guidelines for staffing.

1.2.2 Leadership

- (1) Represent the Dean in his/her absence at various School and University activities.
- (2) Represent the School's needs and interests vis-à-vis those of other Colleges or Schools and offices within the University in the absence of the Dean.

1.2.3 Administration

- (1) Communicate and assist in carrying out the policies and programs of the University.
- (2) In coordination with the Dean and other School administrators, ensure that appropriate internal controls are implemented and monitored in the School.
- (3) Coordinate and supervise the administration of the end-of-semester student evaluations for all faculty according to the procedures in place and in accordance with the *Handbook of Operating Procedures*.
- (4) Should the Dean so request, provide recommendations in the annual faculty merit evaluation process.
- (5) Monitor the accuracy of the School's web pages and supervise their updating.
- (6) Handle other administrative tasks as assigned by the Dean.

1.3 Coordinator of Business Studies

The Coordinator of Business Studies is a full-time staff member who reports directly to the Dean and has primary responsibility for student success in terms of advising and general guidance as well as providing support to the faculty in these areas. The Coordinator of Business Studies will direct major policy questions to the Dean. The Coordinator also will work closely with the Chair of Undergraduate Studies on undergraduate advising issues, the Chair of Graduate Studies on graduate advising issues, and the Chair of Industrial Technology on technology program advising issues.

He/she will support the faculty in advising, including the following.

- (1) Conduct training sessions on advising and related issues.
- (2) Advise new students and assign them to faculty advisors.
- (3) Advise existing students when faculty are not available to do so.
- (4) Manage the student advising files and other advising records.
- (5) Process candidacy and graduation applications and coordinate the performance of degree checks by faculty.

1.4 Chair of Undergraduate Studies

The Chair of Undergraduate Studies reports to the Dean of the School and serves a three-year term, which is renewable. Duties of the Chair include but are not limited to the following.

1.4.1 Program

- (1) Provide leadership for the undergraduate programs and curricula in the School of Business, in particular, in developing new undergraduate courses and academic programs as needed.
- (2) Ensure that a balanced and appropriate offering of undergraduate courses in the School of Business is made each semester.
- (3) Coordinate the revision and editing of the sections in the University academic undergraduate catalogue that concern the School of Business and its programs.
- (4) Serve as an ex-officio member of the School's Curriculum Committee.

1.4.2 Advising

- (1) Work closely with the Coordinator of Business Studies to address policy issues concerning undergraduate advising, pre-registrations, registrations, orientations, academic petitions, and related advising activities, including oversight of faculty in carrying out their undergraduate advising responsibilities.

- (2) Provide undergraduate advising support to the Coordinator of Business Studies, including the advising of undergraduate students when other faculty are not available to do so, especially around the beginning of each semester.
- (3) Coordinate the promotion of undergraduate programs in the School of Business to new and potential students.
- (4) Serve as first level of recourse in undergraduate student issues before referral to the Dean.

1.4.3 Administration

- (1) Communicate and assist in carrying out the policies and programs of the University.
- (2) In coordination with the Dean and other School administrators, ensure that appropriate internal controls are implemented and monitored in the School.
- (3) Manage and coordinate course and room scheduling within the School and between the Schools and Colleges in consultation with the Dean and with input from the School's administrators and faculty.
- (4) Should the Dean so request, provide recommendations in the annual faculty merit evaluation process.
- (5) Handle other administrative tasks as assigned by the Dean.

1.4.4 Accreditation

- (1) Support the University and School accreditation efforts and reporting.
- (2) Provide leadership in assessment of the undergraduate program.
- (3) Conduct and manage surveys of graduating students and alumni from the School's undergraduate degree programs in order to assess post-graduate learning outcomes and success in job and graduate school placement.

1.5 Chair of Graduate Studies

The Chair of Graduate Studies reports to the Dean of the School and serves a three-year term, which is renewable. Duties of the Chair include but are not limited to the following.

1.5.1 Program

- (1) Provide leadership for the graduate programs and curricula in the School of Business, in particular, in developing new graduate courses and academic programs as needed.
- (2) Serve as the School's representative to the UT System MBA Online Program.
- (3) Ensure that a balanced and appropriate offering of graduate courses is made each semester.
- (4) Coordinate the revision and editing of the sections in the University academic graduate catalogue that concern the School of Business and its programs.
- (5) Serve as an ex-officio member of the School's Curriculum Committee.

1.5.2 Advising

- (1) Manage graduate admissions to the School's graduate programs, prepare degree plans for graduate students, and advise new graduate students.
- (2) Supervise and coordinate the advising of graduate students, including the advising of graduate students when other faculty are not available to do so, especially around the beginning of each semester.
- (3) Work closely with the Coordinator of Business Studies to address policy issues concerning graduate advising, pre-registrations, registrations, orientations, academic petitions, and related advising activities, including oversight of faculty in carrying out their graduate advising responsibilities.
- (4) Coordinate the promotion of graduate programs in the School of Business to new and potential students.
- (5) Serve as first level of recourse in graduate student issues before referral to the Dean.

1.5.2 Administration

- (1) Communicate and assist in carrying out the policies and programs of the University.
- (2) In coordination with the Dean and other School administrators, ensure that appropriate internal controls are implemented and monitored in the School.
- (3) Should the Dean so request, provide recommendations in the annual faculty merit evaluation process.
- (4) Handle other administrative tasks as assigned by the Dean.

1.5.3 Accreditation

- (1) Support the University and School accreditation efforts and reporting.
- (2) Provide leadership in assessment of the undergraduate program.
- (3) Conduct and manage surveys of graduating students and alumni from the School's graduate degree programs in order to assess post-graduate learning outcomes and success in job placement.

1.5 Chair of Industrial Technology

The Chair of Industrial Technology reports to the Dean of the School and serves a three-year term, which is renewable. Duties of the Chair include but are not limited to the following.

1.4.1 Accreditation

- (1) Provide leadership in assessment and accreditation of the technology program.
- (2) Support the University and School accreditation efforts and reporting.

1.4.2 Program

- (1) Provide leadership for the technology programs and curricula in the School of Business, in particular, in developing new courses and academic programs as needed.
- (2) Ensure that a balanced and appropriate offering of technology courses in the School of Business is made each semester.
- (3) Support the revision and editing of the sections in the University academic catalogues that concern the technology programs in the School.
- (4) Serve as an ex-officio member of the School's Curriculum Committee.

1.4.3 Advising

- (1) Assist the Coordinator of Business Studies in managing and coordinating industrial technology advising, pre-registrations, registrations, orientations, academic petitions, and related advising activities, including oversight of faculty in carrying out their advising responsibilities.
- (2) Supervise the performance of industrial technology degree checks by staff and faculty.
- (3) Coordinate the promotion of technology programs in the School of Business to new and potential students.

1.4.4 Administration

- (1) Communicate and assist in carrying out the policies and programs of the University.
- (2) In coordination with the Dean and other School administrators, ensure that appropriate internal controls are implemented and monitored in the School.
- (3) Manage and coordinate course and room scheduling within the industrial technology building and between the Schools and Colleges in consultation with the Dean and with input from the School's administrators and faculty.
- (4) Should the Dean so request, provide recommendations in the annual faculty merit evaluation process.
- (5) Handle other administrative tasks as assigned by the Dean.

1.7 Discipline Coordinators

The Dean of the School of Business may designate faculty members within the School as Discipline Coordinators. Coordinators oversee the discipline (Accountancy, Economics, Finance, Management, and Marketing). Coordinators serve as chair of meetings of the faculty of their respective disciplines and represent faculty to the Dean of the School. Coordinators serve on a volunteer basis and have the same teaching loads as other members of the faculty in the discipline.

Duties of a Discipline Coordinator include but are not limited to the following.

- (1) Support the University and School accreditation efforts and reporting.
- (2) In consultation with the faculty in the discipline, coordinate a balanced and appropriate offering of courses in the discipline each semester.

- (3) Mentor junior faculty in the discipline.
- (4) Support the revision and editing of the sections in the University academic catalogues that concern the discipline.
- (5) Support the promotion of the discipline to new and potential students.
- (6) Handle other administrative tasks as assigned by the Dean.

1.8 Qualifications, Selection Process, and Appointment for the Associate Dean and Chairs

1.8.1 Qualifications

For an individual to be considered for the position of Associate Dean, Chair of Undergraduate Studies, Chair of Graduate Studies, or Chair of Industrial Technology, he/she should meet the following specific qualifications.

- (1) Tenured (or eligible to be tenured, if a new hire) in the School of Business.
- (2) Holds the rank of Professor or Associate Professor.
- (3) Academically qualified for the purpose of AACSB International accreditation.
- (4) Experienced or have some experience with administration, preferably academic administration.

If circumstances should arise in which there are no viable tenured candidates, then a non-tenured Assistant Professor may be considered for the position.

1.8.2 Selection Process

The selection process for a new appointment to the position of Associate Dean, Chair of Undergraduate Studies, Chair of Graduate Studies, or Chair of Industrial Technology shall be carried out in the following manner.

- (1) The Dean will appoint a three to five member Administrative Search Committee and designate the chair. The Committee must include at least two faculty members (Professor, Associate Professor, and/or Assistant Professor) and at least one staff member (Coordinator of Business Studies, Administrative Assistant I, and/or Administrative Assistant II). The Dean may make appropriate substitutions to the Committee, if necessary.
- (2) The Committee will solicit candidates via nomination or self-nomination from the School of Business faculty. Faculty candidates will be expected to provide a letter of application, outlining their qualifications for the specific position requirements, and a full curriculum vita.
- (3) The Committee will interview all candidates, solicit input from other faculty members, and typically recommend at least two candidates to the Dean.
- (4) The Dean will review the recommendations of the Committee, interview the candidates recommended by the Committee, and typically recommend at least two candidates to the Provost.
- (5) The Provost, in conjunction with the Dean, will make a formal recommendation to the President.
- (6) The President makes all formal appointments of administrative personnel.

1.8.3 Appointment

- (1) The Associate Dean, Chair of Undergraduate Studies, Chair of Graduate Studies, and Chair of Industrial Technology typically will be appointed as of September 1 for a nine-month probationary period. The Dean will conduct a formal administrative review at the end of the ninth month to determine if the individual is performing satisfactorily. If so, he/she may be appointed to serve an additional two-year term. Thereafter, reappointments are permitted and typically are three years in length except as described below.
- (2) When the administrative structure described above is initially approved, the initial reappointments for the Associate Dean, Chair of Undergraduate Studies, and Chair of Graduate Studies shall be staggered:
 - initial reappointment for the Associate Dean shall be a three-year term;
 - initial reappointment of the Chair of Undergraduate Studies shall be a two-year term;
 - initial reappointment of the Chair of Graduate Studies shall be a one-year term.
- (3) Once the initial staggered terms of reappointment are set for the Associate Dean, Chair of Undergraduate Studies, and Chair of Graduate Studies, terms of new appointments will be made consistent with these staggered terms of office.

2. Faculty Rights and Responsibilities

The rights and responsibilities of faculty members in the School of Business may be found in The University of Texas System Board of Regents' *Rules and Regulations*, Part One, Chapter III, Sections 7 and 8. These include:

Rights and Responsibilities of Faculty Members as Citizens and as Teachers:

- The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties.
- The teacher is entitled to freedom in the classroom in discussing his or her subject, but is expected not to introduce into his or her teaching controversial matter which has no relation to his or her subject.
- The university teacher is a citizen, a member of a learned profession, and an officer of an educational institution supported by the state. When the teacher speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but the teacher's special position in the community imposes special obligations. As a person of learning and an educational officer, the teacher should remember that the public may judge the profession and the institution by his or her utterances. Hence, the teacher should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make it plain that the teacher is not an institutional spokesman.

The Greater Duties of a Member of the Teaching Staff:

- Common practice has fixed the greater duties of a member of the teaching staff so clearly that many institutions do not even list them among their regulations. They are:
 - Teaching in the classroom, laboratory, seminar, or ward.
 - Studying, investigating, discovering, and creating.
 - Performing curricular tasks auxiliary to teaching and research, e.g., serving on faculty committees, attending to administrative and disciplinary tasks, and promoting diligence and honest work in the student body.
 - Influencing beneficially students and citizens in various extra-curricular ways.
- Performance as a teacher, as a scholar, as an administrator, and as an individual is valued greatly by any university, for in these four ways its work is chiefly done.
- A state university being a public enterprise of maximum social importance, it is the duty of all persons connected with it to be as civic-minded as possible. It is also a duty to cooperate with the Board in carrying out the purposes and policies of the Board which are deliberately considered, usually by both the Board and the several faculties, in accordance with law and designed to attain the best educational results with the resources available. The Regents and all

administrative officers are entitled to the cheerful acquiescence of all staffs in carrying out the policies duly adopted. At the same time, administrative officers are expected to listen with an open and appreciative mind to criticisms and suggestions coming to them from members of their staffs.

The following is taken from the U. T. System Board of Regents' *Rules and Regulations*, Part One, Chapter III, Section 35:

Political Activities:

- The Board recognizes the right of a member of the faculty or staff to participate in political activities provided such activities are not conducted during work hours unless the faculty or staff member uses accrued compensatory or vacation leave; are in compliance with the Constitution and laws of the State of Texas; do not interfere with the discharge and performance of an employee's duties and responsibilities; do not involve the use of equipment, supplies, or services of the System or a component institution; do not involve the impermissible use of System or component facilities; do not involve the attempt to coerce students, faculty, or staff to participate in or support the political activity; and do not involve the System or a component institution in partisan politics.
- With the interest of the System or a component institution being given first consideration, a leave of absence without pay pursuant to Subsection 16.23 of this Chapter, may--but need not--be granted to a member of the faculty or staff to participate in political activities. However, a leave of absence without pay shall not be granted to a member of the faculty or staff of the System or a component institution for the purpose of being a candidate for an elective public office, holding an elective public office, or directing the political campaign of a candidate for an elective public office.
- A member of the faculty or staff who wishes to engage in political activity that will interfere with the performance of his or her duties and responsibilities should voluntarily terminate employment. If the chief administrative officer of the component institution, the Chancellor, an Executive Vice Chancellor, or the Board finds that the faculty or staff member's political activity interferes with the performance of his or her duties and responsibilities or does not comply with the requirements of this subsection, the faculty or staff member shall be subject to appropriate disciplinary action, including termination.

3. Professional Ethics

Code: The University of Texas System

- All employees of the System and its component institutions shall be furnished a copy of the Standards of Conduct for State Employees, Section 572.051, *Texas Government Code*, and, in addition thereto, shall adhere to the following standards of conduct and other provisions of these *Regents' Rules and Regulations*, Part One, Chapter III, Section 4:
- No employee shall accept or solicit any gift, favor, or service that might reasonably tend to influence the employee in the discharge of his or her official duties or that the employee knows or should know is being offered with the intent to influence his or her official conduct.
- No employee shall intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised his or her official powers or performed his or her official duties in favor of another.
- No employee shall accept employment or engage in any business or professional activity which the employee might reasonably expect would require or induce the employee to disclose confidential information acquired by reason of his or her official position.
- No employee shall disclose confidential information gained by reason of his or her official position or otherwise use such information for his or her personal gain or benefit.
- No employee shall transact any business in his or her official capacity with any business entity of which the employee is an officer, agent, or member, or in which the employee owns a substantial interest.
- No employee shall make personal investments which could reasonably be expected to create a substantial conflict between the employee's private interest and the public interest.
- No employee shall accept other employment or compensation which could reasonably be expected to impair the employee's independence of judgment in the performance of the employee's public duties.
- No employee shall receive any compensation for services as an employee from any source other than the State of Texas, except as may be otherwise provided by law.
- The University Compliance Committee is responsible for training in matters of employee ethics and monitoring compliance with those ethical standards.

4. Faculty Personnel Matters

4.1 *Faculty Search Process*

The process for faculty searches is generally as follows:

- Approval from the President and Vice President for Academic Affairs is obtained to search for the position.
- The Dean nominates a diverse Search Committee, including an EEO Liaison and Search Committee Chair. Once approved by the VPAA, the committee members are invited to serve.
- The Search Committee holds a first meeting. The Director of Outreach (“as AA/EEO Officer”) should attend the meeting. At the meeting:
 - Criteria for evaluating candidates are developed.
 - A position notice is developed.
 - A recruitment strategy and a budget is developed.
 - The spirit and practice of EEO are discussed. The EEO Liaison member is recognized.
 - Criteria and strategy are documented on the Search Process Form.
- Recruitment begins:
 - A recruitment budget is approved.
 - Ads are placed in national outlets.
 - The position is posted through the Outreach and Human Resources Offices.
 - When possible, faculty should attend appropriate professional conferences where placement services are offered.
 - Copies of all ads and announcements will be filed with the Outreach Office prior to submission for publication.
- Applications are reviewed by the Search Committee:
 - Top candidates are contacted for phone interviews.
 - Basic reference checks are conducted.
 - The EEO Liaison certifies the candidate pool to the Dean and Outreach Director.
- The Search Committee reports the top two or three candidates to the Dean. A request is made of the VPAA for approval to bring candidates in for an on-campus interview.
 - An overall description of the candidate pool will accompany the request.

- A short assessment of the top 3-5 candidates and their vitae will accompany the request.
- Normally, two candidates are brought to campus. The Committee will identify whom it wishes to bring to campus. Once approved by the VPAA, the campus interview invitations are issued.
- The On-campus interview is conducted.
 - Candidate visits with the President and VPAA.
 - A presentation is conducted.
 - Faculty in the discipline will be given ample opportunity to meet the candidate.
- The Search Committee gives a list of acceptable candidates to the Dean.
- The Search Committee Chair submits the Search Process form to the Dean.
- The Dean completes a “Request to Make an Offer of a Faculty Appointment” form and submits it to the VPAA.
- The forms are approved and the Dean makes the verbal offer. Once an offer is accepted, a formal offer letter is sent and the Search Process Form is completed.
- The Search Committee file is forwarded to the Office of Human Resources.

4.2 Titles and Faculty Appointments

General

All teaching positions are identified by titles covered in the Regents’ *Rules and Regulations*, Part One, Chapter III, Section 1.8.

Appointment to the Faculty

Appropriate faculty shall be involved in selecting and recommending candidates for faculty positions.

The rank of **Assistant Professor** and **Instructor** shall be used for the initial appointment of tenure-track faculty members who have either just received the appropriate terminal degree or are just completing such degree.

Initial appointment to the faculty in the academic rank of **Professor** or **Associate Professor** with tenure may be appropriate in instances where the individual has already acquired a distinguished record at another university, in government service, or in business or industry. Such appointments require ample justification and approval by the Executive Vice Chancellor for Academic Affairs and the Board of Regents.

Visiting Professors, Visiting Associate Professors, and Visiting Assistant Professors shall be so designated, shall be appointed for a term of no more than one academic year, and may be reappointed for not more than one additional academic year. Service in visiting status shall not be counted toward fulfillment of a probationary period related to acquisition of tenure.

Adjunct appointments to the faculty are made for temporary, part-time association with the University. Such appointments may be made at the ranks of Professor, Associate Professor, and Assistant Professor and the term “adjunct” shall be part of the title and shall indicate that the title does not confer tenure on its holder. Service in adjunct status shall not be counted toward fulfillment of a probationary period related to acquisition of tenure.

The titles of **Senior Lecturer** and **Lecturer** shall be used for faculty who are appointed to non-tenure track positions involving only teaching. Senior Lecturer shall be used when the faculty member holds the appropriate terminal degree. This is currently under revision by the faculty senate.

Endowed and Named Appointments

The University maintains specific policy and procedures related to appointments to endowed or named positions including candidate qualifications. These can be found in Part I, Section 13 of the University *Handbook of Operating Procedures*.

The School of Business has the following endowed and named appointments:

- Pinkie Roden Chair of Entrepreneurship (endowed)
- Ashbel Smith Professor (named)

4.3 Tenure

System Policy

The general policy of the U. T. System regarding tenure is set forth in Part One, Chapter III, of the *Regents' Rules and Regulations*.

Tenure at The University of Texas of the Permian Basin

Tenure denotes a status of continuing appointment as a member of the faculty at U. T. Permian Basin. Only members of the faculty with the academic titles of Professor or Associate Professor may be granted tenure. Tenure may be granted only by the U. T. System Board of Regents upon recommendation of the President. Procedures for recommendation of tenure are enumerated in this *School of Business Faculty Handbook*.

4.4 Evaluation of Faculty Members

Faculty evaluation in the School of Business serves a number of purposes. Evaluation findings are used in decisions regarding:

- retention/reappointment
- merit
- tenure
- promotion
- post-tenure review

4.41 Evaluation of Faculty Members for Retention

The following factors shall be given primary consideration in evaluations for retention. Specific weights are noted and should be maximized to the benefit of the faculty member being evaluated.

- teaching (optional weights of 40-50-60 percent)

Actual (40-60 percent) to include student evaluations, course organization and preparations (new and existing), web or text development, independent studies, and classroom observations. Additional considerations may include teaching grantsmanship, comprehensive syllabi, high intensity course preparation, and working with student organizations.

- intellectual contributions/research (optional weights of 25-30-35 percent)

Items to be considered are peer-refereed journal publications, other peer-refereed publications, paper presentations, non-refereed publications, book reviews, research grantsmanship, and editorial work (referee or discussant roles) Additional considerations are speeches or presentations to peers, teaching professional courses, and attending professional meetings for development purposes only.

- Service (optional weights of 15-20-25 percent)

University Service (10 percent) to include advising, University and School committee work, thesis committees, fund raising, and faculty mentor assignments.

External Service to include roles in academic and professional organizations (officer positions, etc.), community service, and service not mentioned above. An additional consideration is alumni involvement.

4.42 Annual Evaluation of Faculty Members

Evaluation of faculty for merit purposes shall be conducted by the Dean in accordance with policies and procedures developed by the faculty for that purpose and incorporated in the *School of Business Faculty Handbook* and the *University Handbook of Operating Procedures*.

The criteria used in Annual Evaluations shall be the same as those listed in Section 4.41 of this *School of Business Faculty Handbook*.

In those years in which it is announced that Merit based salary increases will be awarded, the results of Annual Evaluations will be use as a factor in recommending merit increases.

4.43 Evaluation of Faculty Members for Promotion, Tenure, and Post-Tenure Review

The following factors shall be given primary consideration in evaluations for promotion, acquisition of tenure, and post-tenure review. Such evaluations should utilize the specific weights and items of consideration identified by the faculty for merit evaluations and found in Section 6.21 of this *School of Business Faculty Handbook*.

- teaching
- intellectual contributions/research
- external service

Evaluation of faculty shall be conducted by the School Retention, Tenure and Promotion Committee and the Dean in accordance with policies and procedures developed by the faculty for that purpose and incorporated in this *School of Business Faculty Handbook* and the *University Handbook of Operating Procedures*.

4.5 Termination of Faculty

The termination of the employment of a faculty member who has been granted tenure, and of all other faculty members before the expiration of the stated period of their appointments, except as is otherwise provided in the Regents' *Rules and Regulations* or by resignation or retirement, will be for good cause shown in accordance with the provisions of Part One, Chapter III, Section 6 of the Regents' *Rules and Regulations* and in Part I, Section 1.44 of the *University Handbook of Operating Procedures*.

General policies and procedures to be followed in cases of Termination Due to Financial Exigency are contained in the Regents' *Rules and Regulations*, Part One, Chapter III, Section 6.

Refer to Part One, Section 12 of the *University Handbook of Operating Procedures* and the U. T. System Board of Regents' *Rules and Regulations*, Part One, Chapter III, Subsection 6.(11), for information on Program Abandonment.

4.6 Outside Employment - System Policy

General policy pertaining to outside employment is set forth in Regents' *Rules and* , Part One, Chapter III, Section 13.

Campus policy requires the completion of the prescribed form, issued by the President's Office, with all required signatures in approval. This form must be completed annually and must be approved prior to the beginning of any such outside employment. Final approval for all outside employment is given by the President.

4.7 Employment of Part-Time Faculty

U. T. Permian Basin can best accomplish its instructional mission by employing and competitive compensation for full-time, terminally qualified, tenurable faculty whose expertise and experience are coupled with continuous, long-term dedication to and identification with the institution.

Part-time faculty are normally employed on an occasional basis only. Ordinarily, no part-time faculty should be employed to teach the same course more than once in a two-year period, nor should any course be taught by an adjunct more than once in a two-year period.

Part-time faculty should be employed to provide expertise not possessed by full-time faculty in a degree program and not considered central to the curriculum of the program. Accordingly, the use of part-time faculty to teach required courses is discouraged.

Part-time and adjunct faculty are appointed and are not normally reviewed by the faculty. The process includes 1.) vita/resume detailing academic qualifications, professional experience, relevant organizations, and publications, 2.) completion of the Part-Time Faculty Appointment form, 3.) Verification of Instructor Qualifications (VFQ) form, and 4.) Approval by Dean, Provost, and President.

Titles and Terms of Appointment

Part-time faculty designated as “Adjunct” are appointed for one semester only.

Under special circumstances, and with the approval of the President, part-time faculty may be employed for a longer period. They shall be designated “Lecturer” or “Senior Lecturer”, the latter title being reserved for those with the Ph.D. or equivalent. Currently under revision by faculty senate.

Procedures for Selecting and Appointing Part-Time Faculty

Procedures for selecting and appointing Part-Time Faculty are specified in Part I, Section 1.46 of the University *Handbook of Operating Procedures*.

4.8 Proficiency in English Requirements

Each faculty member at U. T. Permian Basin is required to complete a statement identifying his or her primary language.

Each faculty member who advises that his/her primary language is not English will be required to take the “Test of Spoken English” published by the Educational Testing Service.

Any faculty member who fails to achieve a satisfactory score on the test (at least 45), will be required to take a course, at either Odessa College or Midland College, whose primary objective is to assist the faculty member in achieving proficiency in speaking, reading, and writing English.

Upon completion of the course, the Dean of the School will interview the faculty member to determine his/her adequacy of spoken English.

The cost of the “Test of Spoken English” and the above referenced course shall be paid by the faculty member.

5. Faculty Teaching Matters

In general, the University and the School of Business follow the standard calendar of all public colleges and universities in Texas which consists of two semesters plus two summer terms of five weeks each. There are also ten week summer sessions.

5.1 Minimum Faculty Workload

Minimum Teaching Load

Each person paid full-time from the appropriation item “Faculty Salaries” shall typically teach the equivalent of twelve semester credit hours of instruction in organized undergraduate classes each long-term semester with adjustments permitted for the teaching load equivalencies listed below.

- One semester credit hour of graduate instruction is equal to one and one-half semester credit hours of undergraduate instruction.
- Supervision of graduate theses shall provide teaching load credit only to the chairperson of the thesis committee and at the rate of one semester hour of teaching load credit for each six total student semester hours of theses research credit and at the rate of one semester hour of teaching load credit for each three total student semester hours of dissertation credit.
- Credit may be proportionally increased for teaching a large class, which requires extensive grading or evaluation of students’ work by the faculty member according to the following weighing factors.

Class	59	60	70	80	90	100	125	150	175	200	250	or
Size	or	to	to	to	to	to	to	to	to	to		
	less	69	79	89	99	124	149	174	199	249	more	
Weighing												
Factor	1.0	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	2.0	

When more than one teacher participates in the instruction in a single course, the teaching load credit is proportioned according to the effort expended. Also, when a faculty member is paid partially from a source of funds other than the “Faculty Salaries” line item, the minimum teaching workload shall be proportioned to the percentage of salary paid from the appropriation item “Faculty Salaries”.

At the discretion of the Dean, and upon approval of the institutional head,:

- Up to three semester hours of teaching load credit may be given for each of two semesters to a newly-appointed faculty member during the first year of employment for the purpose of developing instructional materials for the courses he or she will teach.
- Up to three semester hours of teaching load credit may be given for instructional development.

- A tenured or tenure-track faculty member may be granted up to three semester hours of teaching load credit for conducting research or producing creative works. Credit for research may not be given in the same semester as credit for instructional development. Submit “Request for Release Time for Teaching for Scholarly Research” form.

A reduced teaching load may be granted temporarily if classes do not materialize because of insufficient enrollment and when additional classes cannot be assigned to the faculty member. This exception may only be granted for two consecutive long-term semesters for any particular faculty member.

Limited faculty teaching load credit may be granted with approval of the institutional head for major academic advising responsibilities, for preparing major documents in the fulfillment of programmatic needs or accreditation requirements, or for duties performed in the best interest of the institution’s instructional programs as determined by the head of the institution. Teaching load credit granted by the head of the institution for such purposes is limited to 1/10 of 1% of the total semester credit hours taught at the institution during the comparable (fall or spring) semester in the previous year. (NOTE: this is one 3-hour undergraduate course teaching load credit per semester for each 3,000 total semester credit hours taught.)

Compliance

The institutional head shall designate the officer of the institution who will monitor workloads, review workload reports, and submit the reports to the institutional head for approval and comment, as appropriate, prior to submitting the reports to the Board of Regents through System Administration following the standard reporting format and deadlines as provided by the Coordinating Board in accordance with Section 51.402 of Subchapter H, Chapter 51 of the Texas Education Code and any riders in the current legislative Appropriations Act. Every faculty member’s compliance with these minimum teaching requirements shall be assessed each long term semester. If a faculty member is found to be out of compliance during any semester, the institution shall take appropriate steps to prevent such non-compliance in the future.

5.2 Class and Faculty Schedules

The class day at U. T. Permian Basin is from 8:00 a.m. to 10:00 p.m., Monday through Thursday, and from 8:00 a.m. to 5:00 p.m. Friday. Some classes may be held on Saturdays to accommodate certain groups of students. The School of Business has historically experienced a strong demand for its classes in the evening hours Monday through Thursday and schedules heavily in these hours. Graduate courses are typically delivered exclusively in evening sections

There is no separate administrative division of late afternoon and evening offerings or for part-time students; these are administered as integral parts of the total program in the same manner as day offerings. The same faculty teach day, late afternoon, evening, and Saturday courses as components of one’s regular teaching load.

It is the faculty member's responsibility to see that the expected amount of instructional time is devoted to each course. If, for good academic reasons, a final exam is not given in a course, time scheduled for the exam will be devoted to instruction.

Faculty members are expected to be in their offices and available to students for counseling at least five hours per week; additional **office hours** should be scheduled to accommodate students in self-paced courses, and additional time online should be scheduled to accommodate students in web-based courses. Office hours should be spread over at least three days of the week and at different times of the day. Office hours should be posted at the beginning of each semester.

Faculty members are further expected to provide students with **contact information** in printed form. The contact information should include office room number, office telephone number, the fact that the University uses a voice mail system, School of Business office and fax numbers, and e-mail contact information. It would normally be expected that this information would appear in the printed (and/or electronic) syllabus accompanying each course the faculty member teaches.

5.3 Generic Syllabi

The School of Business has developed generic syllabi for all courses. Each course has a coordinator who is responsible for reviewing and making changes to generic syllabi as needed. Generic syllabi should be the basis for all course syllabi developed by individual faculty members. Copies of generic syllabi for all courses are available in the Dean's Office and from Discipline Coordinators.

5.4 Course Syllabi

All syllabi for School of Business courses should follow the generic syllabi format.

It is strongly suggested that faculty include policies on Scholastic Dishonest, Student Classroom Conduct, and the Americans with Disabilities Act. Sample policies are as follows:

POLICY ON SCHOLASTIC DISHONESTY:

The integrity of a university degree depends on the integrity of the work done for that degree by each student. The University expects a student to maintain a high standard of individual honor in all scholastic work (*Rules and Regulations of the Board of Regents*).

Scholastic dishonesty includes, but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, any act designed to give unfair advantage to a student, or the attempt to commit such acts. Detailed information on scholastic dishonesty along with disciplinary procedures is outlined in the *Handbook of Operating Procedures*, Part 5, Section 1, and the *Student Guide*.

STUDENT CLASSROOM CONDUCT:

All students are expected to exercise self-discipline and a respect for the rights of others at all times. Behavioral disruptions that interfere with the business of the classroom or with an individual's ability to learn may be referred to the Vice President of Student Services for resolution.

MISCELLANEOUS:

Americans with Disabilities (ADA) Notice: The University of Texas of the Permian Basin intends to make reasonable accommodation for its students with special learning requirements. You may document your special needs through the University Office for Programs Assisting Students Study (PASS).

5.5 Scholastic Dishonesty

The University maintains regulations related to scholastic dishonesty. Refer to Student Life, Part V, Section One of the University *Handbook of Operating Procedures* for specific details.

5.6 Attendance Policy

Participation by students in intercollegiate athletics, official intercollegiate exchanges and recognized competitions is considered an important component of student life. This type of extracurricular activity provides avenues for cultural interaction with local and/or regional communities. When these activities require travel away from campus during scheduled classes, the participants qualify for a reasonable opportunity to make up any missed work. An absence policy is therefore needed to ensure continuity of instruction and evaluation.

5.61 Organizations Covered Under Absence Policy

Covered under this policy are members of University sponsored organizations whose activities require travel away from campus for extended periods, such as debate teams, college bowl teams, athletic teams and similar organizations. In some cases, individuals selected to attend certain competitions or activities of an academic nature would also be included. To the extent possible, such organizations and/or activities requiring extended off-campus travel shall be listed with the Student Life Office for information purposes and/or validation.

5.62 Procedures

A student engaged in University sponsored activities as noted above must complete all requirements set forth in the course syllabus for any course in which the student is enrolled. Where absence from an academic class period is due to off-campus travel required by an organization or participation in a sponsored organization or activity, the student will be allowed a reasonable opportunity to make up work missed as a result of his/her participation.

To the extent possible, scheduled dates for activities requiring off-campus participation should be made available to all faculty in a timely manner by the person in charge of the participating organization or by Student Life personnel.

However, it is the responsibility of the participating student to ensure that his/her instructors have been so notified of impending absence prior to the scheduled date of the event.

5.7 Acceptance of Money from Students

Members of teaching staffs, without previous and special approval of the Board, shall not collect from students any fees or charges to be expended for institutional purposes, and shall not sell to students books, notes, or similar student supplies.

A member of the faculty or staff of the rank of instructor or above may not accept pay for extra instruction or teaching of students registered in the institution where he/she is employed.

With written approval from the Dean of the College or School and the Vice President for Academic Affairs, teaching assistants, assistants, and other like instructional employees below the rank of an instructor, may accept pay from students for extra class instruction or coaching but only in courses or sections of courses with which they have no instructional connection.

5.8 Administration of Courses in Shortened Format

The duration and intensity of shortened-format courses is specified in the Texas Higher Education Coordinating Board *Rules and Regulations*, Chapter 5, Section 5.7. The University *Handbook of Operating Procedures* specifies the relevant regulations in Part II, Section Five. Specific highlights are listed here.

- Students may not carry more courses at a time in a shortened format than will give them total credit of one semester credit hour per week of instruction.
- No three-credit-hour course shall consist of fewer than nine days of classes offered over not less than three weeks.
- All requirements for three-credit-hour courses shall apply proportionately to courses for one, two, four, or other credit hour values.

5.9 Summer Teaching

No faculty member is assured of assignment to summer session teaching. Summer sessions may be a May term, Summer I (June), Summer II (July), or whole (June & July). Program and Discipline Coordinators who are not teaching one or both terms in the summer must arrange with the Dean of the School for someone else to handle their administrative duties while away.

The primary determinant of summer teaching assignments will be summer course schedule. The schedule will be driven by:

- anticipated student demand
- faculty expertise and availability

Faculty members will not be required to accept summer teaching appointments. Based on the priorities dictated by the drivers of summer scheduling listed above, the Dean shall

make summer teaching appointments from among interested faculty in such a way that no faculty member has more than one such course assigned before all interested faculty members have the right of refusal of such an assignment.

Summer Salaries

Salaries for summer work will be prorated, based on the salary rate for the previous academic year. Specifically, the salary paid for summer teaching will be no more than one-twelfth of the nine month salary for each three credit course taught in the summer.

Office Hours During Summer

Office hours are still 5 hours per week for a full load in a term. If teaching one class in a term it is $\frac{1}{2}$ the normal load which is 2 to $2\frac{1}{2}$ hours per week.

6. Retention, Tenure, and Promotion

Each faculty should expect an Annual Review plus one of the following: Retention Review, Tenure and Promotion Review, or Post Tenure Review.

6.1 Retention, Tenure, and Promotion Committee

The School of Business shall designate the School Retention, Tenure, and Promotion (RTP) Committee each Fall for that academic year. All members of the RTP Committee shall be tenured members of the University faculty. The RTP Committee shall be composed of two appointments made by the Dean (the chair and one additional faculty member), two School of Business faculty members elected by the School faculty body, and an outside member from another academic unit of the University elected by the School faculty body.

Faculty members who are subject to a tenure or promotion action during the year are eligible for inclusion on the Committee, but they are not eligible to be involved in their own tenure or promotion consideration. The Dean may appoint a faculty member to serve in the place of an individual serving on the RTP Committee for that individual's tenure or promotion decision.

The School maintains specific procedures for evaluation of candidates for retention/reappointment, tenure, and/or promotion. These are discussed below.

A written evaluation representing the judgment of the RTP Committee on each candidate on each retention/reappointment, tenure, or promotion decision shall be submitted to the Dean and the candidate simultaneously.

6.2 Retention and Annual Review

6.21 Retention and Annual Review Criteria

The following factors shall be given primary consideration in evaluations for retention and annual review. Specific weights are noted and should be maximized to the benefit of the faculty member being evaluated.

- teaching (optional weights of 40-50-60 percent)

Actual (40-60 percent) to include student evaluations, course organization and preparations (new and existing), web or text development, independent studies, and classroom observations. Additional considerations may include teaching grantsmanship, comprehensive syllabi, high intensity course preparation, and working with student organizations.

- intellectual contributions/research (optional weights of 25-30-35 percent)

Items to be considered are peer-refereed journal publications, other peer-refereed publications, paper presentations, non-refereed publications, book reviews, research grantsmanship, and editorial work (referee or discussant roles) Additional considerations are speeches or presentations to peers,

teaching professional courses, and attending professional meetings for development purposes only.

- service (optional weights of 15-20-25 percent)

University Service (10 percent) to include advising, University and School committee work, thesis committees, fund raising, and faculty mentor assignments.

External service roles in academic and professional organizations (officer positions, etc.), community service, and service not mentioned above. An additional consideration is alumni involvement.

6.22 Annual Review Process

Each faculty member shall be reviewed annually by the Dean of the School for the purpose of recommendation of merit-based increases in salary. These are to be made by the Dean to the Vice President for Academic Affairs and the President of the University. The criteria used by the Dean shall be the same as those used for tenure and promotion review.

Faculty members shall be required to submit an Annual Faculty Report that enables the Dean to evaluate teaching, intellectual contributions/research, and external service annually for merit purposes. Evaluations are conducted on a calendar year (January 1-December 31), and Annual Faculty Reports are due around February 15 of each year.

Each faculty member shall also prepare and submit along with the Annual Faculty Report an Annual Plan. It outlines goals for the following year as well as a Three-Year Plan and a Five-Year Plan of activities. Additionally, faculty will include their Teaching Portfolios for the past semester. The folder material includes syllabi, sample student assignments, and sample student work. This may be maintained electronically and not as a hard copy with the Annual Faculty review.

The annual review process is intended to be the mechanism for identifying faculty who do not meet minimum performance expectations for teaching, intellectual contributions/research, and external service. Through the use of the annual review, the faculty member should have the opportunity to correct any deficiencies that may influence the tenure review.

The Dean shall meet with each faculty member and discuss the results of the evaluation process and the plans. The Dean shall supply the faculty member with a written copy of the evaluation.

Specific Annual Review Process Procedures

Teaching will be evaluated as follows, with some variation between categories. For example, if a person was in the top 50 percent of the School in teaching and taught a number of preparations, etc., he/she might receive a 1.5 rating between Outstanding and Very Good.

- Outstanding (1)** Faculty should be in the top 30 percent of the School in teaching. The assessment of teaching should at least consider student evaluations, type of courses, level of courses, numbers of students, copies of syllabi, grade distributions, rigor of courses, and the use of innovative techniques and materials.
- Very Good (2)** Faculty should be in the top 60 percent of the School faculty in teaching. The assessment of teaching should at least consider student evaluations, type of courses, level of courses, numbers of students, copies of syllabi, grade distributions, rigor of courses, and the use of innovative techniques and materials.
- Satisfactory (3)** Faculty should be in the top 90 percent of the School faculty in teaching. The assessment of teaching should at least consider student evaluations, type of courses, level of courses, numbers of students, copies of syllabi, grade distributions, rigor of courses, and the use of innovative techniques and materials.
- Minimally Acceptable (4)** Faculty should be rated acceptable in teaching. The assessment of teaching should at least consider student evaluations, type of courses, level of courses, numbers of students, copies of syllabi, grade distributions, rigor of courses, and the use of innovative techniques and materials.
- Unacceptable (5)** Faculty should be rated unacceptable in teaching. The assessment of teaching should at least consider student evaluations, type of courses, level of courses, numbers of students, copies of syllabi, grade distributions, rigor of courses, and the use of innovative techniques and materials.

Intellectual Contribution will be evaluated as follows, with some variation between categories. For example, if a person had one refereed proceedings and has one refereed journal article forthcoming, he/she might have received a 1.5 rating between Outstanding and Very Good.

- Outstanding (1)** Faculty should have at least one article published in a refereed journal and show other evidence of research activity among which may be submission and/or acceptance of a grant, presentation of paper(s) at national, regional, or state professional conferences, or publications that are not refereed.
- Very Good (2)** Faculty should have at least one refereed publication in a national, regional, or state proceedings or one nonrefereed

publication in a journal and show other evidence of research activity among which may be submission and/or acceptance of a grant, presentation of paper(s) at national, regional, or state professional conferences, or publications that are not refereed.

Satisfactory (3) Faculty should show evidence of ongoing research activity. Such evidence may include submission of an article for consideration for publication, submission and/or acceptance of a grant, and presentation of paper(s) at national, regional, or state professional conferences.

Minimally Acceptable(4) Faculty should demonstrate some measurable level of research activity.

Unacceptable (5) Faculty demonstrates no research activity.

Service will be evaluated as follows, with some variation between categories. For example, a person might receive a 1.5 rating between Outstanding and Very Good for contributions that were better than Very Good but not quite Outstanding.

Outstanding (1) Faculty should participate and take a leadership or driving role in a variety of activities at multiple levels supporting the School, University, academy, and community.

Very Good (2) Faculty should participate and make a significant contribution in several or a specific area of service supporting the School, University, academy, and community.

Satisfactory (3) Faculty should participate in service activities when requested but may not hold leadership or active roles.

Minimally Acceptable (4) Faculty should participate in some service activities.

Unsatisfactory (5) Faculty who do not participate in service will be rated unsatisfactory.

6.23 Retention Review Process

Each probationary (tenure-track) faculty member shall be reviewed annually by the faculty RTP Committee for recommendations as to retention and progress toward tenure and promotion. The primary purpose of the evaluation shall be to inform the probationary faculty member as to his or her progress toward tenure. The criteria used in this evaluation shall be the same as those for tenure and promotion review. The RTP Committee's evaluation shall be considered to be

formative for the probationary faculty member and advisory to the Dean of the School of Business.

Tenure track faculty members shall be required to submit to the RTP a dossier of materials for evaluation. The dossier should contain materials in all three areas for evaluation: teaching, intellectual contributions/research, and external service and should typically follow the guidelines under the procedures for “Tenure and Promotion Review” later in this section.

The deadlines for submission of these materials shall be communicated to the faculty member by the Dean according to the following schedule:

First-Year Review: Spring Semester, with dossiers due about February 1

Second-Year Review: Fall Semester, with dossiers due about October 15

Third-Year Review: Spring Semester, with dossiers due about March 1

Fourth-Year Review: Spring Semester, with dossiers due about March 1

Fifth-Year Review: Spring Semester, with dossiers due about March 1

The RTP Committee shall evaluate the contents of the submitted dossier and provide a letter to the Dean as to the Committee’s findings. The Committee shall also provide a copy of the letter to the faculty member for formative purposes. The Committee shall emphasize progress toward tenure and promotion in its evaluation.

6.3 Procedures for Tenure and Promotion Review

The following factors shall be given primary consideration in evaluation for tenure and promotion. Such evaluations should utilize the specific weights and items of consideration identified by the faculty for retention reviews and annual evaluations. It is important that faculty understand these criteria and their applicability.

- teaching
- intellectual contributions/research
- service

6.31 Assumptions

Although there will be different emphases in individual cases, every person granted tenure or promotion will be expected to demonstrate competence in all three categories: teaching, intellectual contributions/research, and service.

In program areas with both graduate and undergraduate programs, candidates for tenure or promotion should have demonstrated capability of participating on all levels of programming.

6.32 Tenure

Eligibility for Tenure

The candidate must hold the terminal degree in the field. Ordinarily, the terminal degree will be a doctorate.

The candidate must possess sufficient years of service in academia to warrant a prudent judgment by peers of the faculty member's proficiency in teaching, intellectual contributions/research, and external service. In the sixth year of service at the University of Texas of the Permian Basin, untenured faculty at the rank of Assistant Professor must be evaluated for tenure. Faculty at the rank of Assistant Professor may not be tenured without promotion to the rank of Associate Professor. If originally appointed at the rank of Associate Professor, faculty must be evaluated in their second year of service and be recommended for tenure or non-tenure with a notice of non-renewal by the end of their second year of service.

Prior service at other academic institutions may be used toward fulfillment of the required probationary period with written approval of the President, the Vice President for Academic Affairs, and the Dean at the time of appointment.

Criteria for Tenure

Eligible faculty will be measured by the following criteria. It is essential that individual assertions be supported by adequate documentation so that reviewers unacquainted with the faculty member may assess the file effectively. For a candidate to be recommended for award of tenure, the faculty member must clearly demonstrate that he or she meets each of the following criteria. The criteria are designed to be consistent with and support the Missions of the University and the School of Business.

Teaching. The faculty member must be proficient in teaching as well as such related activities as curriculum development, advising, and service on School and University committees as appropriate for the discipline.

Evidence of *actual* teaching performance ***must*** include:

- a. Student evaluations. The principal instrument for soliciting student opinion on teaching proficiency will be a standard institutional form filled out by individual students at the end of a given course. The candidate may collect (or may be asked to collect) additional student data. The forms, along with the comments of the candidate, provide documentation for student evaluation. At the discretion of the candidate, written comments from students may also be used as evidence.
- b. The degree of organization of the teaching process, as indicated by course syllabi, outlines, information sheets, and other course materials.

Evidence of *actual* teaching performance ***may*** also include:

- a. Grants from sources outside the University received for instruction or improving instruction.
- b. Evidence of innovative approaches in instruction.
- c. Awards, invitations to speak or give workshops related to instruction to other colleges or universities, or other evidence of a reputation for good teaching outside of U. T. Permian Basin.
- d. Attendance at seminars and conferences, the primary goal of which are to encourage and develop improved teaching capabilities.
- e. Other evidence that the candidate wishes to provide regarding teaching. For example, peer evaluations, such as classroom visitation, may be employed at the candidate's discretion.

NOTE: Evidence of University Service Moved to Service section

Intellectual contributions/research. The candidate must have a program of research or other scholarly work that contributes to the discipline.

Evidence of intellectual contributions **must** include:

- a. At least three publications in peer-refereed journals approved by the Dean and faculty in the discipline.
- b. Evidence of at least one intellectual contribution per year while in rank.

Evidence of intellectual contributions **may** also include:

- a. Publication in refereed proceedings of academic conferences.
- b. Publication of scholarly books in whole or part.
- c. Publication of book reviews.
- d. Publication in non-refereed journals or proceedings of academic conferences.
- e. Presentations of research or scholarship to academic societies.
- f. Grants from sources external to U. T. Permian Basin for research or creative activities.
- g. Awards and other external recognition of research, creativity, or scholarship appropriate for the discipline.
- h. Other evidence that the candidate wishes to provide regarding intellectual contributions/research.

The Chair of the RTP Committee has the option to ask the candidate for tenure to supply the names and addresses of seven individuals who can attest to the quality of his or her intellectual contributions/research. The Chair will then solicit input from three to five of the recommended individuals. The Chair may also solicit input from individuals identified by the Dean or the faculty in the discipline.

Service.

External Service - The faculty member must demonstrate peer-recognized service contributions to the profession and the broader community on behalf of the School and University as well as the discipline.

Evidence of external service must include:

- a. Participation in appropriate academic and professional organizations.
- b. Participation in community activities.

Evidence of external service may include:

- a. Leadership activity in professional societies such as service as a referee for conferences or journals, being an officer or leader within a professional society, and participating in programs of professional societies, other than the presenting of research or scholarship.
- b. Conducting workshops or continuing education programs for professional groups.
- c. Presentations or speeches to local or regional groups related to the discipline.
- d. Professional consulting, compensated or not, related to the discipline.
- e. Awards and other external recognitions for professional service activities.
- f. Grants from sources external to U. T. Permian Basin for service activities.
- g. Other duties and contributions to local, state, and federal organizations provide additional confirmation of professional commitment.
- h. Other evidence that the candidate wishes to provide regarding external service.

Evidence of *University Service* related to teaching performance must include:

- a. Evidence of academic advisement.
- b. Evidence of service on School of Business and University committees.

Evidence of *University Service* related to teaching performance may also include:

- a. Fund raising activities.
- b. Service as a faculty mentor.
- c. Evidence of service on thesis committees.
- d. Other evidence that the candidate wishes to provide regarding teaching
- i.

6.33 Promotion

The qualifications and criteria for tenure supply a framework within which qualifications and criteria for promotion are to be understood. Statements above about providing sufficient documentation also apply to candidates for promotion.

The ranks of Lecturer and Senior Lecturer are generally reserved for those faculty who are not on the tenure track. Faculty members holding the rank of Lecturer or Senior Lecturer will not be considered for promotion to other ranks.

The rank of Instructor will be used only as an entry-level rank for faculty members who have not completed a terminal degree at the time of hiring. Upon completion of the terminal degree the faculty member at the rank of Instructor may be considered for promotion to the rank of Assistant Professor. A candidate for the rank of Assistant Professor should show promise of fulfilling the requirements for tenure and promotion by meeting the standards specified in this *School Faculty Handbook* and the *University Handbook of Operating Procedures*.

6.331 Promotion to the Rank of Associate Professor

Elevation to the rank of Associate Professor indicates that the faculty member evidences appropriate achievement in all areas and will continue to contribute to the University and the profession. A recommendation for promotion to Associate Professor will also contain a recommendation to the Board of Regents for award of tenure. Therefore, the qualifications and criteria for award of tenure apply to promotion to this rank.

Candidates for promotion to the rank of Associate Professor must hold the terminal degree in the relevant field or the equivalent.

Criteria for Promotion

Eligible faculty will be measured by the following criteria. It is essential that individual assertions be supported by adequate documentation so that reviewers unacquainted with the faculty member may assess the file effectively. For a candidate to be recommended for award of promotion to Associate Professor, the faculty member must clearly demonstrate that he or she meets each of the following criteria. The criteria are designed to be consistent with and support the Missions of the University and the School of Business.

Teaching. The faculty member must be proficient in teaching as well as such related activities as curriculum development, advising, and service on School and University committees as appropriate for the discipline.

Evidence of *actual* teaching performance ***must*** include:

- a. Student evaluations. The principal instrument for soliciting student opinion on teaching proficiency will be a standard institutional form filled out by individual students at the end of a given course. The candidate may collect (or may be asked to collect) additional student data. The forms, along with the comments of the candidate, provide documentation for student evaluation.

At the discretion of the candidate, written comments from students may also be used as evidence.

- b. The degree of organization of the teaching process, as indicated by course syllabi, outlines, information sheets, and other course materials.

Evidence of *actual* teaching performance ***may*** also include:

- a. Grants from sources outside the University received for instruction or improving instruction.
- b. Evidence of innovative approaches in instruction.
- c. Awards, invitations to speak or give workshops related to instruction to other colleges or universities, or other evidence of a reputation for good teaching outside of U. T. Permian Basin.
- d. Attendance at seminars and conferences, the primary goal of which are to encourage and develop improved teaching capabilities.
- e. Other evidence that the candidate wishes to provide regarding teaching. For example, peer evaluations, such as classroom visitation, may be employed at the candidate's discretion.

NOTE: Evidence of University Service Moved to Service section

Intellectual contributions/research. The candidate must have a program of research or other scholarly work that contributes to the discipline.

Evidence of intellectual contributions ***must*** include:

- a. At least three publications in peer-refereed journals approved by the Dean and faculty in the discipline.
- b. Evidence of at least one intellectual contribution per year while in rank.

Evidence of intellectual contributions ***may*** also include:

- a. Publication in refereed proceedings of academic conferences.
- b. Publication of scholarly books in whole or part.
- c. Publication of book reviews.
- d. Publication in non-refereed journals or proceedings of academic conferences.
- e. Presentations of research or scholarship to academic societies.
- f. Grants from sources external to U. T. Permian Basin for research or creative activities.
- g. Awards and other external recognition of research, creativity, or scholarship appropriate for the discipline.
- h. Other evidence that the candidate wishes to provide regarding intellectual contributions/research.

The Chair of the RTP Committee may ask the candidate for promotion to supply the names and addresses of seven individuals who can attest to the quality of his or her intellectual contributions/research. The Chair will then solicit input from three to five of the recommended individuals. The Chair may also solicit input from individuals identified by the Dean or the faculty in the discipline.

Service.

External Service - The faculty member must demonstrate peer-recognized service contributions to the profession and the broader community on behalf of the School and University as well as the discipline.

Evidence of external service **must** include:

- a. Participation in appropriate academic and professional organizations.
- b. Participation in community activities.

Evidence of external service **may** include:

- a. Leadership activity in professional societies such as service as a referee for conferences or journals, being an officer or leader within a professional society, and participating in programs of professional societies, other than the presenting of research or scholarship.
- b. Conducting workshops or continuing education programs for professional groups.
- c. Presentations or speeches to local or regional groups related to the discipline.
- d. Professional consulting, compensated or not, related to the discipline.
- e. Awards and other external recognitions for professional service activities.
- f. Grants from sources external to U. T. Permian Basin for service activities.
- g. Other duties and contributions to local, state, and federal organizations provide additional confirmation of professional commitment.
- h. Other evidence that the candidate wishes to provide regarding external service.

Evidence of *University Service* related to teaching performance **must** include:

- a. Evidence of academic advisement.
- b. Evidence of service on School of Business and University committees.

Evidence of *University Service* related to teaching performance **may** also include:

- a. Fund raising activities.
- b. Service as a faculty mentor.
- c. Evidence of service on thesis committees.
- d. Other evidence that the candidate wishes to provide regarding teaching

6.332 Promotion to the Rank of Professor

Elevation to the rank of Professor indicates that the faculty member has continued to make contributions to the University and to the profession. The qualifications for the rank of Professor are the same as for Associate Professor. However, in addition, a candidate should have served long enough in the rank of Associate Professor to demonstrate continuing significant contributions in teaching, intellectual contributions/research, and external service. The criteria reflect this degree of accomplishment. At the level of Professor the faculty member should exemplify ongoing achievement in the academic community.

Criteria for Promotion

Eligible faculty will be measured by the following criteria. It is essential that individual assertions be supported by adequate documentation so that reviewers unacquainted with the faculty member may assess the file effectively. For a candidate to be recommended for award of promotion to Professor, the faculty member must clearly demonstrate that he or she meets each of the following criteria since promotion to Associate Professor. The criteria are designed to be consistent with and support the Missions of the University and the School of Business.

Teaching. The faculty member must be **proficient** in teaching as well as such related activities as curriculum development, advising, and service on School and University committees as appropriate for the discipline.

Evidence of *actual* teaching performance **must** include:

- a. Student evaluations. The principal instrument for soliciting student opinion on teaching proficiency will be a standard institutional form filled out by individual students at the end of a given course. The candidate may collect (or may be asked to collect) additional student data. The forms, along with the comments of the candidate, provide documentation for student evaluation. At the discretion of the candidate, written comments from students may also be used as evidence.
- b. The degree of organization of the teaching process, as indicated by course syllabi, outlines, information sheets, and other course materials.

Evidence of *actual* teaching performance **may** also include:

- a. Grants from sources outside the University received for instruction or improving instruction.
- b. Evidence of innovative approaches in instruction.
- c. Awards, invitations to speak or give workshops related to instruction to other colleges or universities, or other evidence of a reputation for good teaching outside of U. T. Permian Basin.

- d. Attendance at seminars and conferences, the primary goal of which are to encourage and develop improved teaching capabilities.
- e. Other evidence that the candidate wishes to provide regarding teaching. For example, peer evaluations, such as classroom visitation, may be employed at the candidate's discretion.

NOTE: Evidence of University Service Moved to Service section

Intellectual contributions/research. The candidate must have a program of research or other scholarly work that contributes to the discipline.

Evidence of intellectual contributions **must** include:

- a. At least three publications in peer-refereed journals approved by the Dean and faculty in the discipline.
- b. Evidence of at least one intellectual contribution per year while in rank.

Evidence of intellectual contributions **may** also include:

- a. Publication in refereed proceedings of academic conferences.
- b. Publication of scholarly books in whole or part.
- c. Publication of book reviews.
- d. Publication in non-refereed journals or proceedings of academic conferences.
- e. Presentations of research or scholarship to academic societies.
- f. Grants from sources external to U. T. Permian Basin for research or creative activities.
- g. Awards and other external recognition of research, creativity, or scholarship appropriate for the discipline.
- h. Other evidence that the candidate wishes to provide regarding intellectual contributions/research.

The Chair of the RTP Committee may ask the candidate for promotion to supply the names and addresses of seven individuals who can attest to the quality of his or her intellectual contributions/research. The Chair will then solicit input from three to five of the recommended individuals. The Chair may also solicit input from individuals identified by the Dean or the faculty in the discipline.

Service.

External Service - The faculty member must demonstrate peer-recognized service contributions to the profession and the broader community on behalf of the School and University as well as the discipline.

Evidence of external service **must** include:

- a. Participation in appropriate academic and professional organizations.

- b. Participation in community activities.

Evidence of external service ***may*** include:

- a. Leadership activity in professional societies such as service as a referee for conferences or journals, being an officer or leader within a professional society, and participating in programs of professional societies, other than the presenting of research or scholarship.
- b. Conducting workshops or continuing education programs for professional groups.
- c. Presentations or speeches to local or regional groups related to the discipline.
- d. Professional consulting, compensated or not, related to the discipline.
- e. Awards and other external recognitions for professional service activities.
- f. Grants from sources external to U. T. Permian Basin for service activities.
- g. Other duties and contributions to local, state, and federal organizations provide additional confirmation of professional commitment.
- h. Other evidence that the candidate wishes to provide regarding external service.

Evidence of *University Service* related to teaching performance ***must*** include:

- a. Evidence of academic advisement.
- b. Evidence of service on School of Business and University committees.

Evidence of *University Service* related to teaching performance ***may*** also include:

- a. Fund raising activities.
- b. Service as a faculty mentor.
- c. Evidence of service on thesis committees.
- d. Other evidence that the candidate wishes to provide regarding teaching

6.34 Tenure and Promotion Procedures

Candidates for tenure and promotion may self nominate or be nominated by the Dean or Assistant Dean of the School. All full-time faculty members in their sixth year of academic service must be reviewed for tenure (*Regents' Rules*, Part One, Chapter III, Section 6.).

Faculty nominated or undergoing mandatory review should be notified by the Dean within five working days after nomination or October 15, whichever is later, so that they can prepare their professional files. At the time of notification, the candidate faculty member shall be provided a copy of the *University Handbook of*

Operating Procedures, Part I, Section 2 and the *School Faculty Handbook* outlining the criteria and procedures for tenure and promotion.

Faculty candidates are solely responsible for submitting professional files containing the following information:

Self-nomination letter or nomination form prepared by the Dean or the Assistant Dean of the School.

- A Current Curriculum Vitae which includes:
 - Education
 - Professional positions held
- Teaching effort from date of last promotion or from date of appointment indicated by:
 - A list of courses taught
 - Teaching load by semester
 - A list of new courses developed
 - Student evaluation of teaching summary statistics
 - A list of innovative teaching material developed
 - Grants received for instructional activities
 - Evidence of advising activity
 - Evidence of independent studies, etc.
 - Other evidence of teaching effort
- A list of intellectual contributions/research categorized into separate groupings which includes:
 - Refereed journal articles
 - Refereed proceedings of academic conferences
 - Non-refereed journal articles
 - Non-refereed proceedings of academic conferences
 - Books
 - Chapters in edited books
 - Presentations at academic or professional meetings
 - Other evidence of intellectual contributions
- Information on professional service including:
 - Service to academic and professional organizations

- Service to local, state, or national organizations
 - Consulting and other off-campus service
 - Other evidence of external service
 - Evidence of School and University committee assignments
- A Teaching Effectiveness Summary and Self-Evaluation which includes evaluation results obtained through the University-approved teaching evaluation forms and/or through individualized questionnaires on teaching conducted by the School, peer evaluations, classroom visitations by peers, and other evidence of teaching effectiveness as appropriate. This should also include evidence of student advisement, and other evidence of service related to teaching effectiveness. The period covered should be from the date of appointment for those seeking tenure and promotion, or from the last three years for those seeking promotion to Professor.
 - An Intellectual Contributions/Research Summary and Self-Evaluation which includes information on refereed journal articles, refereed proceedings, non-refereed journal articles, non-refereed proceedings, scholarly presentations, and other significant formal scholarly activity. The period covered should be from the date of last promotion or, if seeking first promotion, from the date of appointment.
 - A Service Summary and Self-Evaluation which includes activity in School and University committee assignments, academic and professional societies, presentations or workshops for professional groups, professional continuing education programs presented, grants received for professional service activities, and contributions to community service organizations at the local, state, and/or federal levels. This should also include evidence of student advisement, School and University committee assignments, and other evidence of service related to teaching effectiveness.
 - An Appendix, which may be separately bound, which contains additional material such as:
 - Teaching evaluation results (from the date of appointment for those seeking and tenure or for at least the previous three years for those seeking appointment to Professor)
 - Reprints of refereed journal articles and selected publications
 - If solicited by RTP Chair or at the candidate's request, letters from peers, external scholars, and others on the quality of the candidate's intellectual contributions/research.

- All formal evaluations, such as annual merit reviews by the Dean, retention reviews by the RTP Committee and Dean, or post-tenure reviews.
- Other material as determined by the candidate, such as formal self-evaluations.
- Extra copies, in a number specified by the Dean, of research or scholarly works should also be submitted.

6.35 Evaluation for Tenure and Promotion

The School shall maintain, and modify as necessary, specific procedures for the evaluation of materials by candidates for tenure and/or promotion. These criteria are found in Sections 6.32 and 6.33 above.

As specified above, candidates for tenure or promotion are responsible for meeting the minimum requirements for contents of files submitted for review. Any of the evaluating entities may request additional materials from the candidate.

At each point in the process of evaluation by various entities as specified by these procedures and those of the University *Handbook of Operating Procedures*, the evaluating entity should inform the candidate of any omissions in the file. The candidate should then be allowed to repair the omissions.

Issues related to process which the candidate may wish to raise shall be reviewed in a timely fashion by the Faculty Affairs Committee of the Faculty Senate.

6.351 Evaluation of Candidates by the School Retention, Tenure and Promotion (RTP) Committee

The RTP Committee shall be charged by the Dean and provided the appropriate materials for evaluating each candidate for tenure or promotion.

A written evaluation representing the judgment of the RTP Committee on each candidate shall be submitted to the Dean and the candidate simultaneously upon completion of the evaluation and by the date specified in the Dean's charge to the Committee.

6.352 Evaluation of Candidates by the Dean of the School

The Dean is responsible for reviewing the professional files of all candidates and weighing the recommendations from the RTP Committee. In light of the appropriate criteria and the recommendations of the Committee, the Dean evaluates the candidates. A written evaluation representing the judgment of the Dean on each candidate shall be submitted to the Vice President for Academic Affairs and the candidate simultaneously.

6.353 Evaluation of Candidates by the Vice President for Academic Affairs

Complete professional files of all candidates, along with the Dean's evaluations and the recommendations of the faculty RTP Committee, shall be presented to the Vice President for Academic Affairs who shall review each case and present a recommendation and the candidate's professional files to the President and the candidates simultaneously.

If the Vice President for Academic Affairs recommends that promotion or tenure be denied, the faculty member may file an appeal, in writing, by certified mail to the President. The appeal and the candidate's file will be reviewed by the Promotion and Tenure Appeals Committee which will file a separate recommendation to the President within ten working days of receipt of appeal by the President.

The Promotion and Tenure Appeals Committee shall have the same membership and Chair as the Post-Tenure Review Committee defined in Part I, Section 14 of the University *Handbook of Operating Procedures*.

6.354 Evaluation of Candidates by the President

All faculty RTP Committee recommendations for promotion and/or tenure, *whether positive or negative*, having been reviewed by the Dean of the School, Vice President for Academic Affairs, and when appropriate, the Promotion and Tenure Appeals Committee, shall be forwarded to the President. Recommendations for award of tenure or promotion are made by the President to the Board of Regents, through the Executive Vice Chancellor of Academic Affairs and the Chancellor.

7. Periodic Performance Evaluation of Tenured Faculty

The U. T. System Board of Regents requires that all tenured faculty members be evaluated every six years subsequent to receiving tenure. The policies and procedures for such evaluations can be found in the U. T. System Board of Regents' *Rules and Regulations* Part One, Chapter III, Section 37, and in Part I, Section 14 of the *University Handbook of Operating Procedures*.

Written individual notice of at least six months will be provided by the Dean. Notice must be given in the Spring of the academic year for review in the Fall of the academic year. This notice will include a list of the materials which the faculty member will be required to submit or arrange to have submitted:

- Copies of the last six annual reports.
- Student course evaluation.
- Copies of written annual evaluations from the the Dean for the review period; these evaluations are to be provided to the faculty member by the Dean's office.
- A current curriculum vitae.
- A summary statement of teaching, scholarship, administration.
- Service accomplishments for the past six years.

In addition, the faculty member may provide a statement of professional goals, a proposed professional development plan, and any other materials the faculty member deems appropriate. The faculty member will submit these materials to the University PTR (Post-Tenure Review) committee.

7.1 Post Tenure Review Committee

The six year review will be carried out by a standing University committee elected by the Faculty Assembly for staggered two year terms. Committee members may not be scheduled for post tenure review and, if possible, should not serve on tenure, promotion, and retention or annual faculty review committees for the duration of their term. The Post-Tenure Review Committee shall consist of six members. The Faculty Assembly will elect one member from each school or college, two at large members and an additional at large member who will serve as an alternate. The alternate will attend all meetings of the committee. The members and alternate must be tenured associate or full professors. At its first meeting, the Post-Tenure Review Committee shall elect its own chair who will be a voting member of the committee.

7.2 Procedures

Post-tenure review of the faculty members shall be conducted by the Post-Tenure Review Committee and the Dean independently. The faculty member will be provided with an opportunity to meet with the committee.

The Chair of the Post-Tenure Review Committee shall communicate to the faculty member in writing a preliminary report of the committee's recommendation with regard to post tenure review. The faculty member will have an opportunity to respond in writing to the committee's report. Faculty will be allowed to respond to the Post-Tenure Review Committee within two weeks of receipt of the preliminary report, prior to the preparation of the final report, and will be given the opportunity to add additional material if so desired. The committee's final report will be forwarded to the Dean and the faculty member.

The Dean shall inform the faculty member, in writing, of his or her recommendation with regard to post tenure review. The faculty member will have an opportunity to respond in writing and in person to the Dean.

If the Dean and the Post-Tenure Review Committee conclude that the faculty member is meeting his or her academic responsibilities, the dean shall then inform the Departmental Chair (where applicable), the VPAA and the President, and the current review process shall end.

If the Dean and/or the Post-Tenure Review Committee conclude that the faculty member is not meeting his or her academic responsibilities, then both recommendations shall be forwarded to the VPAA and the President for review and appropriate action, and the Departmental Chair (where applicable) shall be informed.

7.3 Outcomes

For individuals found to be performing well, the post tenure evaluation may be used to determine nomination for awards or other forms of performance recognition.

For individuals whose performance indicates they would benefit from additional institutional support, the evaluation may be used as evidence of a need for such support (e.g. teaching effectiveness assistance, counseling, or mentoring in research/service expectations).

If a faculty member is so deficient in meeting his or her comprehensive academic responsibilities that termination is considered, such action must be only for incompetency, neglect of duty, or other good cause shown and must be conducted in accordance with the due process requirements of the Regents' *Rules and Regulations*, Part One, Chapter III, Section 6.

7.4 Variances

The evaluation may not be waived but may be deferred in rare circumstances when the review period will coincide with approved leave or comprehensive review for tenure, promotion, or reappointment to an endowed position. A faculty member may appeal to his or her Dean to have the review delayed due to special circumstances not covered in the above statement.

7.5 Implementation

The periodic evaluation of tenured faculty process will be phased in over six years, beginning with January 1, 1998. Approximately 17% of the present tenured university faculty shall be reviewed each year. The year in which each faculty member is first reviewed shall be determined by lot, with the following exception: a faculty member appointed with or promoted to the rank of Associate Professor or Professor after the 1992-1993 academic year shall be reviewed every six years after his or her initial appointment or promotion.

7.6 Monitoring

It shall be the charge of the Faculty Affairs Committee of the Faculty Senate to review this process and report its findings annually to the Faculty Senate, the VPAA and the President. If its findings warrant, the committee shall recommend revisions of these procedures.

8. Faculty Compensation

The University of Texas System Board of Regents establishes budget guidelines annually including criteria for faculty salary increases. Normally, salary increases are based on merit as determined through the annual merit review process described in Part One, Section 14.1 of the *Handbook of Operating Procedures* and Section 6.2 above. The criteria for determining merit are excellence in teaching, intellectual contributions/research, and external service as described in Part One, Section 2.122 of the *Handbook of Operating Procedures* and Section 6.21 above.

9. Provisions Regarding Faculty Leaves

Provisions for faculty leaves without pay are described in Part I, Section 5 of the University *Handbook of Operating Procedures*.

10. Faculty Service on School and University Committees

Faculty will normally be expected to serve on School committees which are appointed by the Dean or elected by the faculty, and University committees which are appointed by the President and the Vice President for Academic Affairs.

School of Business committees include:

- Student Services
- Faculty and Staff
- Curriculum
- Assessment
- Strategic Planning
- Retention, Tenure and Promotion

Additionally, several elected positions are in place:

- Graduate Council 2
- Faculty Senate 3
- General Education 1

It is extremely important that each SoB committee maintain minutes to document decisions and activities accomplished at each meeting.

For a list of University Committees, see Part VI, Section 22 of the University *Handbook of Operating Procedures*.

11. Faculty Governance Bodies

The Faculty Assembly and Faculty Senate are described in Part I, Section 7 of the University *Handbook of Operating Procedures*.

The School of Business elects three senators to the Faculty Senate for staggered two-year terms. Senators are elected in the Spring semester of each academic year.

12. Staffing and Administering Graduate Programs

The overall direction for graduate education at The University of Texas of the Permian Basin is provided by the President of The University through the Vice President for Academic Affairs and the Director of Graduate Studies and Research.

A Graduate Council assists the President in conducting graduate education. The Council is composed of members of the Graduate Faculty. Each School and each Department is represented in the Graduate Council by one member. The member of the Graduate Council who represents the School of Business is elected for a two-year term. The Director of Graduate Studies and Research is an ex-officio nonvoting member of the Graduate Council. The Graduate Council elects a chairman from among its voting membership to serve for a one-year period, from September 1 through August 31. The Secretary of the Faculty serves as Secretary to the Graduate Council.

The Graduate Council assists the President of The University by developing policies and procedures for graduate education and by solving those problems encountered in the administration of graduate programs. The Graduate Council will also review and make recommendations on proposed changes in any graduate program.

Day-to-day operation of graduate education will be vested in the Director of Graduate Studies and Research, who may further delegate this responsibility to Deans of the College or School, Department Chairs, Area Coordinators, or Graduate Faculty members.

Policies and procedures recommended by the Graduate Assembly and/or the Graduate Council and approved by the President of The University will govern the conduct of graduate education at The University of Texas of the Permian Basin. They will be implemented by the Vice President for Academic Affairs through the Director of Graduate Studies and Research. Exceptions to these policies and procedures must be brought before the Graduate Council, which will recommend acceptance or denial of the exception.

12.1 The Graduate Faculty

The Graduate Faculty at The University of Texas of the Permian Basin exercises its legislative function through a Graduate Assembly that is composed of the entire Graduate Faculty. The Graduate Assembly is presided over by the President of The University or his designee.

Membership in the Graduate Faculty at The University of Texas of the Permian Basin includes the President of The University, the Vice President for Academic Affairs, the Director of Graduate Studies and Research, the Deans of the College or School, the Department Chairs of those disciplines where a graduate program exists, and the full-time faculty members who have met the criteria set forth below as well as those established by the Graduate Council.

It is the responsibility of the Graduate Council to define the criteria for appointment to the Graduate Faculty and to elect individual faculty members to the Graduate Faculty.

The Graduate Faculty shall upon recommendation of the Graduate Council appoint such individuals to Graduate Faculty membership.

At a minimum, for appointment to University Graduate Faculty membership, a faculty member must be employed full-time by the University, hold the rank of Assistant Professor, Associate Professor, or Professor, and be engaged in teaching a course or courses that are intended solely or primarily for graduate students, or be engaged in the direction of graduate student research. There should be strong indications that the faculty member will likely participate in graduate education at The University of Texas of the Permian Basin on a long-range basis, and that a significant contribution will be made to the program. All members of the Graduate Faculty shall hold the highest degree normally awarded in their particular disciplines or field of endeavor. Exceptions to the above criteria must be approved by the Graduate Faculty upon recommendation of the Graduate Council.

All graduate courses as well as those courses where graduate credit is granted must be taught by members of the Graduate Faculty. All graduate committees must be composed of at least three members of the Graduate Faculty. Exceptions to the above criteria must be approved by the Graduate Council upon recommendation of the Director of Graduate Studies and Research.

12.11 Appointment to School of Business Graduate Faculty (under revision during 2008)

12.111 Provisional Appointment

Initial appointments to the School of Business Graduate Faculty are by Provisional Status.

Requirements

Full-time appointment to faculty at U.T. Permian Basin

Rank of Assistant Professor, Associate Professor, or Professor

Hold the highest degree normally awarded in the discipline

Highest degree awarded no more than five years old

Intellectual contributions/research contributions include at least three referred journal articles within the previous five-year period

Engaged in teaching graduate courses or engaged in direction of graduate student research

Strong indication of participation in graduate education on long-term basis

Strong indication of a significant contribution to the program

Recommendations for Appointment

Recommendations for appointment to Provisional Status on the Graduate Faculty should come from at least three Graduate Faculty members in the School of Business.

The recommendation should include a current curriculum vitae of the candidate and carefully enumerate how the recommended individual meets or will meet the above listed criteria.

Term of Appointment

The initial term of appointment is one year.

Official Appointment

Official appointment to the University Graduate Faculty is made by the President of the University.

12.112 Regular Status Appointment

Graduate faculty who are on Provisional Status on the Graduate Faculty are eligible for appointment to Regular Status after one year. The same criteria as above apply.

Recommendation for Appointment

Recommendations for appointment to Regular Status on the Graduate Faculty should come from at least five members of the Graduate Faculty in the School of Business.

Recommendations should justify on the basis of the candidate's performance during the provisional period why regular status should be granted

Term of Appointment

Appointment to regular status is a continuing appointment subject to annual review of faculty performance.

If during his/her term of appointment, a Graduate Faculty member fails to continue to contribute to the graduate programs at U.T. Permian Basin, then her/his membership may be terminated by recommendation of two-thirds of the Graduate Faculty members in the School of Business and the approval of the Graduate Council, Vice President for Academic Affairs, and President.

Official Appointment

Official appointment to the University Graduate Faculty is made by the President of the University.

12.113 Temporary Status Appointment

N/A

12.2 University Director of Graduate Studies and Research

Under the direction of the Vice President for Academic Affairs, the Director of Graduate Studies and Research administers The University's graduate programs with the overall goal of maintaining and enhancing their quality. Description of the role of the Director can be found in Part I, Section 8.2 of the University *Handbook of Operating Procedures*.

12.3 School Coordinator of Graduate Studies

Under the direction of the Dean of the School and in conjunction with the University Director of Graduate Studies and Research, the School Coordinator of Graduate Studies administers the School's graduate programs with the overall goal of maintaining and enhancing their quality. The School Coordinator is appointed by the Dean and reports to the Dean. The Coordinator serves on a volunteer basis.

13. Academic Program Review and Assessment

Academic program assessment and review provide a continual process for faculty reexamination of academic programs in order that the School's programs improve in quality and contribution in meeting The University's mission. Policy and procedures that determine the University's concerns in program review are contained in Part II, Section Twelve of the University *Handbook of Operating Procedures*.

Within the School of Business, program review is the responsibility of the Curriculum Content and Evaluation Committee. Program review is conducted in such a way as to ensure compliance with quality standards as specified by AACSB *Standards for Business Accreditation*. The Committee will work in conjunction with the School's Assessment Committee to assure that program assessment is conducted and the results of such reviews are used in program improvement.

14. AACSB International Accreditation

The School of Business is currently accredited under the Association to Advance Colligate Schools of business (AACSB). This is an esteemed national accreditation agency devoted to improving higher standards for business schools. The school is expected to perform and document certain activities each year. This culminates in an annual maintenance review by an AACSB visiting team every fifth year.

14.1 Vision & Mission

School of Business has a detailed Strategic Plan which includes:

Our Vision:

...while never losing sight of the fact that our primary focus is to serve the Permian Basin region, we seek to advance our baccalaureate and graduate degree programs through continuous improvement to a level that students beyond the region will see us as a viable educational option.

Our Mission:

The mission of the School of Business at The University of Texas of the Permian Basin is to offer both undergraduate and graduate educational programs that are high quality and evolve with our ever changing economy; to foster the success of our students in their professional careers. In support of our mission, the school promotes excellence in teaching, intellectual contributions, service, and advancement of economic development within our region.

There are additional amplifications to the full mission statement located in the strategic plan for the SoB.

14.2 Faculty Qualifications for AACSB

The AACSB definitions for Academic and Professional Qualification are in no way indicative of faculty qualifications for their Annual Review or for promotion, tenure, or retention.

15. Centers and Institutes

The purpose of centers and institutes is to enhance the research and service efforts of the faculty and to foster student involvement in research-related activities at The University. Centers exist to foster research and service focused on one topic or issue; a center may require the efforts of faculty from one or several areas, in one or more schools and the college. Institutes, on the other hand, enhance and support broad-based research and service efforts and will normally encompass research and service activities at the level of a school or college.

The School of Business operates the Small Business Development Center and the Center for Entrepreneurship. The management of both centers is a cooperative endeavor between the School and the University.

Policy and procedures regarding the establishment and maintenance of Centers is covered in Part II, Section 11 of the University *Handbook of Operating Procedures*.

16. Faculty Grievance Procedure

The Faculty Grievance Procedure at U. T. Permian Basin outlines the formal hearing process for resolving certain disputes and the informal process involving the collegial resolution of disputes through all channels and levels of the University administration. It is the policy of U. T. Permian Basin to encourage fair, efficient and equitable solutions for problems arising out of the employment relationship and to meet the requirements of state and federal law. No faculty member shall be penalized, disciplined or prejudiced for pursuing a grievance or for aiding another employee in the presentation of a grievance.

The employee shall formally present the complaint to his or her supervisor for discussion, consideration and resolution within five working days from the date of the action which is subject of the complaint. If the supervisor is the subject of the complaint, the employee may address the complaint to the department head or administrative equivalent.

The details of such procedures are found in Part 1, Section 11 of the University *Handbook of Operating Procedures*.

17. Faculty Travel and Instructional Development Funds

There are several accounts from which funds may be requested for travel. Faculty Development Travel is available for professional meetings to present papers at conferences. Faculty Instructional Development Funds are available for training in pedagogical techniques and individual development.

The operating budgets of the Schools/College contain a limited amount of funds for administrative travel. Administrative travel is defined as that travel required for the operation of the Schools/College including recruiting, as well as program development and execution.

The professional travel fund is to provide limited funding for faculty members to attend professional meetings. The highest priority for travel funds is given to faculty members who present papers, participate in performances, or participate in exhibitions at these meetings. Attendance at these meeting must contribute to the professional growth of the faculty member.

A Travel Authorization must be completed prior to any travel regardless of the reimbursement. Upon return submit receipts for hotel, car rental, airfare, taxi, parking, etc. for reimbursement. The school secretary will prepare a voucher for reimbursement.

All employees must plan their travel to achieve maximum economy and efficiency and are responsible for ensuring that the expenses of transportation, meals, lodging, and incidental items are the lowest possible considering all relevant circumstances.

18. Grants and Sponsored Projects Applications and Procedures

Faculty who are involved in, or wish to be involved in, sponsored research are required to coordinate their projects with the Office of Sponsored Projects.

18.1 Internal Research Grants

Internal research grants are sent to the Office of Graduate Studies for approval. Researchers will complete an “Application for Project Approval”. A separate memo detailing the request for monetary funding should be attached.

18.2 External Grants

All grant applications that faculty wish to submit to companies, foundations, individuals, other entities *must* be submitted through the Office of Institutional Advancement. All sponsored research applications *must* be coordinated through the Office of Sponsored Projects (located in the Graduate Office). These two offices work with the Business Office to ensure that all applications conform to submission requirements and to institutional and U. T. System requirements

18.3 Human Research Subjects

The University of Texas of the Permian Basin requires that researchers comply with the HHS regulations for the Protection of Human Research Subjects (45 CFR 46, as amended). All faculty in the School of Business who conduct research involving human subjects are required to be familiar with and to comply with those regulations as specified in Part II, Section Seven of the university *Handbook of Operating Procedures*.

Faculty in the School of Business who conduct research involving human subjects are required to successfully complete the “Human Participant Protections Education for Research” program as administered by the National Institutes of Health. The program may be taken “on-line” at <http://www.nih.gov>. A Completion Certificate for each faculty member so engaged must be on file in the Office of Sponsored Projects.

18.4 Additional Guidance

For guidance, refer to Sponsored Research Projects and Activities, Part II, Section Four of the University *Handbook of Operating Procedures*.

19. Intellectual Property Policy Regulations

The basic Intellectual Property Policy, as contained in The University of Texas System Board of Regents' *Rules and Regulations*, Part Two, Chapter XII, Section 1, is the policy of U. T. Permian Basin.

Faculty should maintain currency in training via the UT Trading Post system.

20. Process for Changes to This SoB Handbook

All policies of the School of Business at the University of Texas of the Permian Basin shall be deemed components of the School's *Faculty Handbook*. Such policies shall be evaluated periodically as called for in the School's Strategic Plan. When changes to the School of Business *Faculty Handbook* are deemed necessary, the drafting of such changes will be assigned to an appropriate faculty committee. The Dean of the School shall make such assignment.

When changes or additions to the *Faculty Handbook* have been drafted by the responsible entity, they shall be provided to the School's Assessment Committee and Dean for further action. Such action shall include, but not necessarily be limited to: an assessment of consistency with already existing policy, approval of the faculty of the School and approval of other constituents as appropriate. In cases where policy matters require approval from higher-level entities, they shall not come into force or be included in the *Faculty Handbook* until such approval is received.