



**Department Head
Quick Reference Guide**

A Brief Overview of Selected Department Head Responsibilities

Office of the Dean of Faculties
1126 TAMU, Suite 108 YMCA Building | College Station, TX 77843-1126
Tel. 979.845.4274 | Fax. 979.845.1822
<http://dof.tamu.edu/>

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INTRODUCTION

The Role of the Department Head

A department head is the leader of a community of scholars, and represents the department to college and university administration. They also represent the administration to the department, and are responsible for the pursuit and maintenance of excellence in that department (From [University Rule 12.99.99.M6](#)). Department Heads are managers and leaders with multiple responsibilities; they must be able to mentor, resolve conflict, build consensus, administer policies, manage departmental resources, and promote the scholarly activities of the faculty. They oversee teaching, research and service activities of the department including recruitment, hiring and retention of faculty. Department Heads speak for the department within and outside of Texas A&M University; they find ways to attract new sources of funding, decide how to allocate resources, and establish the future directions of the department. In addition, they are responsible for seeing that students are receiving a quality education.

Department Head Council

The Department Head Council was created to provide a forum for department heads to solve problems and share best practices. All sitting department heads at Texas A&M University are members of the department head council. The council of all department heads generally meets once per semester with the Provost and Dean of Faculties. The Department Head Council Steering Committee generally meets monthly.

Key Issues for Department Heads

- ❖ Emergencies
- ❖ Non-Emergency Incidents
 - Students
 - Classroom Incidents or Disruptive Behavior
 - Academic Misconduct and the Aggie Honor Code
 - Sexual Harassment and Civil Rights/Title IX
 - Ethics Point
 - Mediation Services
 - Department Climate
- ❖ Hiring Employees
 - Faculty
 - Staff
- ❖ Annual Evaluations
- ❖ Tenure, Promotion, and Review
- ❖ Curricular Issues
- ❖ Administrative and Budgeting Issues

EMERGENCIES

When working with troubled students, identifying students in distress, helping students, and knowing where to refer students for help when they need it, contact the Offices of the Dean of Student Life. The Dean of Faculties or Human Resources should be contacted regarding concerning behavior on the part of faculty or staff, respectively. However, emergency situations must be handled promptly and effectively. There are resources available when working with emergency situations.

University Police Department (UPD):

If you are seeing or are dealing with threatening behavior or other unusual situations in which an individual appears extremely aggressive and requires immediate action, contact UPD immediately.

- ❖ On-campus Phone (9-911) Off campus phone or cell phone (911)
- ❖ Non-emergency Phone (979-845-2345)
- ❖ Web site: <http://upd.tamu.edu>

Special Situations Team:

Reports dealing with troubled or at-risk students, faculty, or staff can be made at the website listed below. The charge of the Special Situations Team is to assess circumstances, enhance communication, and initiate appropriate responses to specific behavioral problems that may involve threats to the safety and security of the University community. However, in the event of an immediate crisis, contact University Police Department.

- ❖ Tell Somebody: <http://tellsomebody.tamu.edu>.

Student Counseling Service:

If you are working with a student who appears to be in a life threatening or life altering crisis situation, you may accompany or refer him/her to the Student Counseling Service in Cain Hall, Rm 103B for crisis intervention. Crisis services are intended for those students who present in severe distress.

- ❖ Web site: <http://scs.tamu.edu>
- ❖ Emergency during normal business hours (979-845-4427)
- ❖ Emergency outside normal business hours, Help Line (979-845-2700)
- ❖ Note: Do not use the Internet (email or website) to send confidential information or to contact us regarding an emergency requiring immediate action. Contact UPD for assistance.

NON-EMERGENCY EVENTS

Summary

Unfortunately, department heads confront many difficult situations that, while they do not require an immediate response, demand they be handled in a professional, timely fashion. Each of these will be addressed in separate sections below.

- ❖ Academic Misconduct or Aggie Honor Code Violations
- ❖ Classroom Incidents or Disruptive Behavior
- ❖ Student Grievances and Appeals
- ❖ Sexual Harassment

For more information and assistance:

While specific information about handling specific events is provided in the following sections, information about units likely to be supportive are provided below:

Office of the Dean of Faculties

- ❖ Phone: (979-845-4274)
- ❖ Web site: [<http://dof.tamu.edu>]
- ❖ Email: dof@tamu.edu

Aggie Honor System Office

- ❖ Phone: (979-458-3378)
- ❖ Web site: [<http://aggiehonor.tamu.edu/>]
- ❖ Email: aggiehonor@tamu.edu

Student Counseling Services

- ❖ Web site: [<http://scs.tamu.edu>]
- ❖ Emergency during normal business hours: (979-845-4427)
- ❖ Emergency outside normal business hours, Help Line: (979-845-2700)
- ❖ Regular phone: (979-845-4427)
- ❖ Email: scs@tamu.edu

Student Health Services

- ❖ Phone: (979-458-8316)
- ❖ Web site: [<http://shs.tamu.edu>]
- ❖ Email: info@shs.tamu.edu

Student Rules

- ❖ Web site: [<http://student-rules.tamu.edu/>]

Office of Rules and Regulatory Compliance

- ❖ Web site: [<http://rules-saps.tamu.edu/>]

Tell Somebody

- ❖ Web site: [<http://tellsomebody.tamu.edu/>]
- ❖ In reference to student behavior: Office of the Dean of Student Life (979-845-3111)
- ❖ In reference to staff behavior: Human Resources (979-845-3711)
- ❖ In reference to faculty behavior: Office of the Dean of Faculties (979-845-4274)

ACADEMIC MISCONDUCT

“An Aggie does not lie, cheat or steal, or tolerate those who do.” (Aggie Honor Code)

Summary

It is the Mission of the Aggie Honor System Office to serve as a centralized system established to respond fairly to academic violations of the Aggie Code of Honor. Upholding the Code involves a collaborative effort in which departments and individual instructors play an important role.

The key steps in this process include:

- ❖ Instructor handling of the case (Autonomous versus referral to the Honor Council)
- ❖ Sanctions levied by the instructor
- ❖ Instructor reporting of the violation

It is important that you ensure your faculty members are aware of the Aggie Honor Code and its processes. Regardless of how an instructor chooses to address a particular case, you should ensure that all violations are reported to the Aggie Honor System Office. Reporting of violations is the only method of identifying students who have previously violated the Honor Code, and ensures that procedural opportunities of faculty and students are provided.

For more information and assistance:

- ❖ Aggie Honor System Office
 - Phone: (979-458-3378)
 - Web site: [<http://aggiehonor.tamu.edu/>]
 - Email: aggiehonor@tamu.edu

CLASSROOM INCIDENTS AND/OR DISRUPTIVE BEHAVIOR

Summary

A number of factors may influence the response to disruptive behavior. Student Rule 21.2.1 outlines some guidelines for faculty to use as appropriate. These guidelines do not constitute a fixed procedure; they should be pursued according to an assessment of the situation.

If you observe or are informed of any behavior that may involve threats to the safety and security of the University community, please contact the University Police Department (emergency) or use the TellSomebody.tamu.edu reporting site (non-emergency) to bring the behavior to the attention of the Special Situations team.

Even when there is no threat to harm, it is recommended to involve others to discuss concerning/disruptive behavior. It is important to report concerning behavior for continued monitoring of the student not only in the classroom but throughout campus. The Dean of Student Life and Student Assistance Services are available for consultation. Below is an additional list of contacts with whom you may consult:

If you observe or are informed of any behavior that may involve threats to the safety and security of the University community (Emergency)	University Police Department 9-911 On-campus Phone 979-845-2345 Non-emergency Phone
If you observe or are informed of any behavior that may involve threats to the safety and security of the University community (Non-emergency)	Special Situations Team http://tellsomebody.tamu.edu
For consultation or general questions regarding a student's behavior	Dean of Student Life 979-845-3111 studentlife@tamu.edu Student Assistance Services 979-845-3113 sas@tamu.edu
If you are assisting a student who is experiencing a psychological or emotional crisis	Student Counseling Service 979-845-4427 979-845-2700 – after business hours scs@tamu.edu

For more information:

❖ Student Rules

- Student Rule 21: Classroom Behavior [<http://student-rules.tamu.edu/rule21>]
- Student Rule 24: Student Conduct Code [<http://student-rules.tamu.edu/rule24>]
- Student Rule 30: Dangerous or Disruptive Behavior Caused by Manifestations of a Serious Psychological Problem [<http://student-rules.tamu.edu/rule30>]

Student Grievances and Appeals

Summary

There are multiple channels to handle situations in which students want to file a complaint or appeal a decision. The decision as to which procedure to utilize for a grievance filed by a student shall be made solely by the university and shall be based on the fact pattern of each particular case. Each grievance shall be directed to a specific procedure and shall be accorded only one opportunity to be adjudicated unless the appeal body remands for further review.

Texas A&M University has procedures for undergraduate and graduate students to pursue a grievance for various problems, issues, or concerns. Some of the more common include:

- Grade Disputes
- Academic Misconduct Appeals
- Sexual Harassment
- Discrimination
- Unexcused Absences

It is important that you and your faculty know the process for handling student grievances and appeals, understand the role of the department head, and ensure proper procedures for handling student grievances and appeals are followed. Part III of the Student Rules and Regulations outlines the procedures for the most common grievances.

For consultation or general questions regarding student grievances or appeals	Dean of Student Life 979-845-3111 Studentlife@tamu.edu Student Assistance Services 979-845-3113 sas@tamu.edu
For general questions regarding academic grievances/appeals for undergraduate students	Ombudsperson for Undergraduate Students 979-845-3210
For general questions regarding academic grievances/appeals for graduate students	Ombudsperson for Graduate Students 979-845-3631 ombuds@tamu.edu

For more information:

- ❖ Student Rules
 - Student Rules: Section III – Student Grievances [<http://student-rules.tamu.edu/studentgrievanceprocedures>]
- ❖ System Regulations
 - System Regulation 33.99.09: Employment of Foreign Nationals [<http://policies.tamus.edu/33-99-09.pdf>]
 - System Regulation 26.99.01: Student Health Insurance [<http://policies.tamus.edu/26-99-01.pdf>]

SEXUAL HARASSMENT AND CIVIL RIGHTS

Summary

Texas A&M University and System have defined policies on the handling of sexual harassment and other Civil Rights Protections and Compliance

- ❖ University Rule: <http://policies.tamus.edu/08-01-01.pdf>
- ❖ System Policy: <http://tamus.edu/offices/policy/policies/pdf/08-01.pdf>
- ❖ Student Rule: <http://student-rules.tamu.edu/rule47>

A university employee who witnesses, is subjected to, or is informed about incidents of sexual harassment and/or discrimination is responsible for promptly reporting the incident. Other members of the campus community and the public also should promptly report such incidents.

If you have questions or need support please contact the Office of the Dean of Student Life, the Office of the Dean of Faculties, or the Office of Human Resources. These offices provide information and support for students, faculty, and staff and visitors, respectively.

Incidents should be reported to the Designated Official below who handles alleged violations perpetrated by students, faculty, staff and visitors.

If the Alleged Offender is a:	<ul style="list-style-type: none"> • Student (graduate, undergraduate, professional) • Student Employee 	<ul style="list-style-type: none"> • Faculty Employee • Graduate Students/Postdoctoral Fellows in their capacity as instructors 	<ul style="list-style-type: none"> • Non-Faculty Employee • Graduate Student or Postdoctoral Students working in other areas • Unrelated Third Party
Then the Official Contact is:	Dean of Student Life Cain Hall B 117 College Station, TX 77843-1257 TAMU Mail Stop 1257 studentlife@tamu.edu 979-845-3111	Dean of Faculties 108 YMCA Building College Station, TX 77843-1126 TAMU Mail Stop 1126 Dof@tamu.edu 979-845-4274	Human Resources Policy & Practice Review 750 Agronomy Road College Station, TX 77843-1255 Mail Stop 1255 Employee-relations@tamu.edu 979-862-4027

For more information:

For additional questions regarding discrimination based on sex or disability, you also may contact the Title IX Coordinator and/or the Section 504 and ADA Coordinator at 979.845.0977, Title IX.Coordinator@tamu.edu, or ADA.Coordinator@tamu.edu.

HIRING EMPLOYEES – FACULTY

Summary

Successful faculty recruitment at Texas A&M University is critical to the success of the University in meeting its responsibilities in teaching, research, service, patient care, and other missions.

Responsibilities as Department Head

- ❖ Review University Rule 12.99.99.M1: Faculty Recruitment Procedures [<http://rules-saps.tamu.edu/PDFs/12.99.99.M1.pdf>].
- ❖ Review the Handbook for Search Committees [http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/handbooks/search_comm_handbook.pdf].
- ❖ Review all the hiring forms, guidelines, tracking logs, and various agreement forms on the Dean of Faculties website [<http://dof.tamu.edu/Hiring>].
- ❖ Initiate a recruitment/search process by submitting a request to the college dean.
- ❖ Ensure that a proper search committee is formed in accordance with Department and/or College guidelines.
- ❖ Ensure that the search committee chair attends faculty search committee training offered by the Dean of Faculties.
- ❖ When advertising the position, TAMU System Policy 33.02: Equal Employment Opportunity [<http://policies.tamus.edu/32-02.pdf>] states that you must use the following language:
“The system will provide equal opportunity for employment to all persons regardless of race, color, sex religion, national origin, age, disability, or veteran status, and will strive to achieve full and equal employment opportunity throughout the system.”
- ❖ List all employment positions on the Texas Workforce Commission (TWC) website. The department should submit their advertisement to the Dean of Faculties through the Hiring Portal, which will provide the department a tracking number and the Office of the Dean of Faculties will post the position on the TWC website. You are welcome to post the approved advertisement on other websites at your discretion.
- ❖ When the final candidate is chosen by the search committee and vetted by the proper department faculty, the hiring package complete with the offer letter should be sent through Dean of Faculties Hiring Portal (if salary is over \$150,000, it will route electronically through the Hiring Portal to the Provost for approval).
- ❖ Tell the final candidate that they will need to complete a criminal background search, selective service and a transcript authorization/degree verification form.
- ❖ Include in the offer letter the required contingency statements. (Refer to page 19 of the Faculty Hiring Guidelines [http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/hiring/hiring_guidelines.pdf]).
- ❖ Obtain a signed Tenure Agreement Form from the final candidate concerning her/his tenure status.

For more information:

- ❖ The Office of the Dean of Faculties hosts a website that has all the relevant hiring forms, guidelines, and various agreement forms, which can be found on their website <http://dof.tamu.edu/Hiring>.
- ❖ The University Rule on Faculty Recruitment Procedures, Rule 12.99.99.M1 [<http://rules-saps.tamu.edu/PDFs/12.99.99.M1.pdf>].
- ❖ The department will maintain all records of the search in compliance with EEO requirements in the event a complaint is filed with the EEOC. Normally these records are maintained for two years, but in the event of an appointment of a non US citizen, non-permanent resident, the INS may audit the records up to five years after the initial appointment.

HIRING EMPLOYEES – STAFF

Summary

Staff members, including research personnel, play vital roles in the success of the department. Finding the people what are the best fit for each staff role is an important task for a department head at Texas A&M University.

Responsibilities as Department Head

- ❖ Know the Employees Services Liaison in your department. This person will handle most of the processes for hiring for staff positions.
- ❖ Review the HR Manager Resources webpage [<http://employees.tamu.edu/managers/>]. These resources include the hiring workshop, online position description, notice of vacancy, affirmative action program, hiring matrix, interview resources, and more.

For more information:

- ❖ Division of Research information about Hiring and Promoting Research Personnel [<http://vpr.tamu.edu/resources/staffing/procedures-for-posting-and-hiring-research-positions/view>]
- ❖ TAMU Affirmative Action Program for Women and Minorities, and for Veterans and Individuals with a Disability [<http://employees.tamu.edu/managers/affirmative-action/>]

ANNUAL EVALUATIONS

Summary

Texas A&M University Rule 12.01.99.M2 Section 2.5 states that each faculty member shall receive an annual review. The annual review is intended to provide each faculty member with information regarding the department head's assessment of her/his progress in the context of department goals. In addition, the department head gains valuable information regarding faculty accomplishments across the department.

[<http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf>]

Responsibilities as Department Head

- ❖ Ensure that the department has created, received approval of, and published its annual review procedures on paper or by electronic means. Annual review procedures must be approved by the College Dean and the Dean of Faculties. If there is no need for department-specific guidelines, a college-wide document, developed jointly by faculty and administrators, and reviewed by the Dean of Faculties, is sufficient.
- ❖ Ensure that the annual review procedures include:
 - Purpose of the annual review
 - Period of evaluation
 - Activity report format
 - Basis for the evaluation
 - Timeline and procedures for the evaluation, and
 - Complaint procedures, if the annual review fails to follow the published guidelines.
- ❖ Conduct the reviews in an environment of openness and collegiality with an emphasis on constructive development.
- ❖ Provide each faculty member with an evaluation that includes:
 - Faculty member's report of previous activities
 - Written document stating the department head's evaluation criteria and expectations
 - List of the sources of information to be used for the evaluation
 - Timeline for the evaluation process
 - Personal meeting between the department head and the faculty member
 - Performance assessment, and
 - Complaint procedure.
- ❖ As of March 2, 2009, the Provost asked all colleges to incorporate three additional criteria to Faculty Annual Reviews: 1) University culture supporting interdisciplinary and multidisciplinary collaboration; 2) University culture enhancing diversity and internationalization climate and experiences; and 3) University culture requiring appropriate attention to safety and compliance. The department or college will determine what will be required of all faculty members for the first two items. Item three is a requirement for all faculty members.
- ❖ Post Tenure Review: All tenured faculty members must go through an annual post-tenure review which can be incorporated as part of the annual review. Information on any unsatisfactory rankings must be submitted to the College Dean each year after the review cycle has been completed.

For more information:

- ❖ University Statement on Academic Freedom, Responsibility, Tenure, and Promotion, Rule 12.01.99.M2, <http://rules.tamu.edu/PDFs/12.01.99.M2.pdf>
- ❖ SAP 12.06.99.M1, Post-Tenure Review [<http://rules.tamu.edu/PDFs/12.06.99.M0.01.pdf>]

TENURE AND PROMOTION PROCESS

Summary

Tenure entitles a faculty member to continue in the academic position held unless dismissed for good cause, in which the burden of proof is on the University. Tenure is important to ensure academic freedom in scholarship and teaching is fully protected.

For Texas A&M University, faculty tenure and promotion are defined, and associated processes are outlined fully, in Section 4 of University Rule 12.01.99.M2, Statement on Academic Freedom, Responsibility and Tenure [<http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf>].

The University Promotion and Tenure Packages Submission Guidelines

[http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/promotion_and_tenure/tamu_pt_guidelines.pdf]

is maintained on the Office of the Dean of Faculties website and updated annually. In addition, the Dean of Faculties provides workshops for faculty as well as the administrators and staff who manage the process.

Responsibilities as Department Head

- ❖ Ensure that your department-specific guidelines for tenure and promotion processes have been reviewed and approved by the eligible faculty of the unit and the Dean of Faculties.
- ❖ Publish and distribute tenure and promotion guidelines annually. Ensure that the Dean of Faculties website links to your most recent version.
- ❖ Include information in each annual evaluation, including the third-year review, on how the faculty member is progressing toward his/her next promotion rank and/or tenure. Be sure tenured Associate Professors and Academic Professional Track faculty also receive feedback on their progress towards promotion.
- ❖ Ensure that the guidelines and timelines (see below) for tenure and/or promotion are followed for each faculty member that goes through the process.
- ❖ Prepare an independent recommendation for each faculty member regarding tenure and/or promotion. The recommendation will be considered by the college, the dean, and the provost.

For more information:

- ❖ Tenure and Promotion Timeline: The specific deadlines for each cycle can be found at the Dean of Faculties Tenure and Promotion Guidelines website and will vary slightly from year to year.

CURRICULUM

Summary

The curriculum issues for which a department is responsible are:

- ❖ Academic Advising
- ❖ Academic Program Review
- ❖ Course Scheduling
- ❖ Course or Program Changes

Responsibilities as Department Head

- ❖ Submit your schedules for summer and fall classes by early January or February (see Registrar).
- ❖ Submit your schedules for spring classes by early September (see Registrar).
- ❖ Ensure your department academic advising program is running smoothly.
- ❖ Ensure that new academic advisors receive appropriate training.
- ❖ Ensure your department is prepared for its academic program review.

For more information:

- ❖ Registrar
 - Phone: (979-845-1031)
 - Web site: [<http://registrar.tamu.edu>]
- ❖ Academic Advising, Dean of Undergraduate Studies
 - Phone: (979-845-3210)
 - Web site: [<http://us.tamu.edu>]
- ❖ University Advisors and Counselors
 - Web site: [<http://uac.tamu.edu/>]
- ❖ Office of Graduate Studies
 - Phone: (979-845-3631)
 - Web site: [<http://ogs.tamu.edu/>]
- ❖ Course or Program Changes – Curricular Services
 - Web site: [<http://curricularservices.tamu.edu>] (See Resources Guide)
 - Changing an Approved and Established Course: In order to change the characteristic of an approved and established course, such as the name, description, number, or number of credit hours, the request must be approved by the college, then either the Undergraduate Curriculum Committee (for undergraduate courses) or the Graduate Council (graduate courses) for review, to the Faculty Senate, and the President.
 - Creating a New, Non-core-curriculum Course: New courses that are not part of the core curriculum must be approved by the college, Undergraduate Curriculum Committee or Graduate Council, the Faculty Senate and the President.
 - Changing Part of the Core Curriculum: In order to make a course part of the core curriculum, to remove a course from the core curriculum, or to make changes in a core course, a form must be completed and sent through the college to the Core Curriculum Council for approval, then to the Faculty Senate, then to President.
 - Curricular Changes: Changes in curricula, including new degrees, must be sent for approval through the college to the Undergraduate Curriculum Committee or Graduate Council, to the Faculty Senate, the President. Certain substantive curricular changes may require approval beyond the university (Board of Regents and/or the Texas Higher Education Coordinating Board) for final approval.

Forms and instruction for above can be found at [<http://curricularservices.tamu.edu/>].

ADMINISTRATION AND BUDGETS

Summary

Governance and budgeting processes at Texas A&M University flow from the Governor to the Board of Regents to the Chancellor to the President of the University. System policies and regulations are supplemented by University rules and procedures. Policies, Regulations, Rules, and Procedures are structured as such:



Responsibilities as Department Head

- ❖ Familiarize yourself with the various policies and rules that directly concern faculty. The Dean of Faculties maintains links to the most important: <http://dof.tamu.edu/Rules>
- ❖ If you have a question about a policy or rule, contact the Dean of Faculties.
- ❖ Prepare annually the entire departmental budget. When making budget decisions for the department, consideration should be given to the need for future resources, student market, departmental strengths and weaknesses, and an overall contribution to the mission of the University. Budget decisions should always be based on solid information and priorities derived from evidence from outcome-based assessment.
 - Salary Adjustments: Salaries are set annually during the budget process, or at the time of initial hire. TAMU rules prohibit salary adjustments more frequently than once every 6 months, except within the initial six months after hiring (<http://rules-saps.tamu.edu/PDFs/31.01.01.M7.pdf>).
 - Special circumstances may allow a temporary salary adjustment (<http://rules-saps.tamu.edu/PDFs/31.01.01.M4.pdf>).
 - One time merit adjustments can be made in accordance with standard administrative procedures (<http://rules-saps.tamu.edu/PDFs/31.01.01.M5.02.pdf>). Any salary adjustment not made during the annual budget cycle must be routed by the Department Head through the college dean, the Dean of Faculties, and the Executive Vice President and Provost.
 - Administrative stipends can be added to a faculty member's salary when an administrative appointment is made. The stipend is removed when the faculty member no longer serves in that administrative post (<http://rules-saps.tamu.edu/PDFs/01.03.99.M0.01.pdf>).

For more information:

- ❖ System Policies and Regulations [<http://www.tamus.edu/legal/policy/policy-and-regulation-library/>]
- ❖ University Rules and Standard Administrative Procedures [<http://rules.tamu.edu>]

OFFICE OF THE DEAN OF FACULTIES AND ASSOCIATE PROVOST CONTACT INFORMATION

Phone: (979) 845-4274

Fax: (979) 845-1822

Location: 108 YMCA Building

Mailing Address: Office of the Dean of Faculties
Texas A&M University
1126 TAMU
College Station, Texas 77843-1126