FACULTY HIRING GUIDELINES FOR DEANS AND DEPARTMENT HEADS
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FIVE STEPS TO A SUCCESSFUL RECRUITMENT PROCESS

STEP 1  AUTHORIZATION TO RECRUIT

- Provide all the necessary and required college documentation to your dean. (See Pre-Hiring requirements)
- Have the college dean or department head appoint a Hiring and Search Committee.
- Submit the documentation through the DOF Electronic Hiring Portal.
- Assure that the Pre-hiring stage has been approved by the Dean of Faculties office BEFORE search begins.
- As part of the approval, the Dean of Faculties will post announcement with the Texas Workforce Commission.

STEP 2  ADVERTISE WIDELY

- Use our Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees for suggestions.
- The Texas A&M University System Record Retention Schedule requires you to keep all documentation pertaining to the search and selection process in order to be able to successfully satisfy a system internal audit (Reference sections 3.1.001 and 3.1.002).

STEP 3  SEARCH AND SELECTION PROCESS

- Ensure that you enter all applicants into the applicant tracking log in the DOF Hiring Portal as you receive their applications.
- The tracking log system will automatically generate an email to the applicant providing links to the Self-ID form as well as other mandatory forms and notices.
- Direct applicants to fill out the Self-ID form using the Position ID.
- The Texas A&M University System Record Retention Schedule requires you to keep all documentation pertaining to the search and selection process in order to be able to successfully satisfy a system internal audit (Reference sections 3.1.001 and 3.1.002).

STEP 4  OFFER LETTER

- Ensure the contingencies are in your offer letter. (See appendices for example offer letters).
- Take a look at our suggested additional provisions contained in these guidelines to add into the offer letters.
- Prompt the faculty member to submit to your office as soon as possible all properly executed forms relating to official degree verification.
- Alert the candidate that he/she will receive an email from Human Resources containing a link and a specific ID to complete the criminal background form. The link is time sensitive and expires in a short time frame, therefore, the candidate needs to respond immediately upon receipt.

STEP 5  ADMINISTRATIVE APPROVAL OF THE HIRE

- Submit the required documentation through the DOF Electronic Hiring Portal.
- No employment can begin until the Request to Hire is approved.
- Alert the Dean of Faculties if you anticipate delays in the approval.
INTRODUCTION

These guidelines have been prepared in an effort to provide the hiring department and college with efficient and comprehensive information regarding the hiring process of faculty members. Adherence to these guidelines will ensure, as best as possible, compliance with applicable laws, policies, regulations and rules. In addition, it will also facilitate a timely process of the approval-to-hire packets resulting in the employment of the newly hired faculty member.

We have divided the guidelines into different sections each of which outlines the processes, procedures and documentation needed to hire a faculty member.

The guidelines start with the types of appointments you may encounter. This section is important because in many cases appointments are not new hires per se. Therefore, this initial section will not only provide you with the differences within the types of appointments, but also will guide you in how to submit these requests.

The sections that follow deal with the stages of pre-hiring, hiring and post-hiring. Each of these sections discuss important key elements of the process as well as the types of documentation and their submission to the DOF Electronic Hiring Portal.
TYPES OF APPOINTMENTS

This is an important section since it discusses the different types of faculty appointments as well as the required documentation for each of them. In particular, the section will help identify whether or not the employment action is a hire or simply an internal appointment.

To this effect, the section clarifies when the department should submit the appointment as a hire through the DOF Electronic Hiring Portal or via email at facultyhiring@tamu.edu as an internal appointment.

HIRING VS. REAPPOINTMENT

There is some confusion about when departments hire or reappoint individuals to a faculty position. The terms hiring and reappointment are not synonymous since they deal with two different situations which generate distinct processes:

Hiring is the process whereby the department, after having selected an individual, proceeds to offer the position. The offer of the position may take place (i) after a competitive recruitment and selection process for a position has concluded, or (ii) if the search for the position is waived because of an exceptional and compelling reason. Consequently, hiring requires:

- Vacant/new position
- Search authorization or waiver of the search (by means of a memo)
- Posting with TWC
- Recruitment and selection
- Approval to hire

Reappointment is the process whereby the department has the intent to extend in a timely fashion the employment of the individual in the existing position to (i) immediately continue performing the duties and responsibilities, or (ii) to resume those duties and responsibilities at a certain future time within 12 months of the initial appointment.

REAPPOINTMENT REQUIREMENTS

As indicated above, a reappointment requires the intent to extend in a timely fashion the employment of the individual in the existing position.

You must send a copy of the reappointment letter to Dean of Faculties only for those reappointments that are for faculty that were hired on a temporary basis, for example one semester. There is no need to send copies of annual appointment letters for those faculty members that regularly teach.

That is, if the faculty member is hired for the entire academic year with an initial intent to renew, or the faculty member is hired every year to teach a specific semester, then the faculty member is considered to be regularly teaching for the department. However, if the faculty member is hired temporarily to teach just for a semester, for example as a substitute, or just for that specific academic year with no intent to renew, the appointment is then considered to be a term appointment. It is for these types of term appointments that you must send a copy of the reappointment letter to the Dean of Faculties.

**IMPORTANT:** Reappointments need to be made in writing every year if you intend to reappoint.

**IMPORTANT:** If there has been a break in service (12 months or more) you cannot reappoint but rather you must proceed to hire.

In order to reappoint, the department must submit via email to facultyhiring@tamu.edu all of the following:

- A timely reappointment memo (routed from the Department Head, through the College Dean, and to the Dean of Faculties) should contain all of the following:
  - A signed offer letter of reappointment (for the same or forthcoming academic year) before the start date
  - No substantial break in service (resumes immediately or within 12 months)
  - Same title, position, duties and responsibilities (provide details for each)
  - Clear start date and end date
  - Detail type of tenure
• Detail teaching assignment
• Detailed credentialing justification that relates the degree and experience to the course content
• Signed tenure agreement form
• Credentialing is required in the DOF Portal, after they have been listed as an instructor of record and needs to be approved before the individual starts teaching. Note that credentialing must be completed by the department by logging into the DOF Portal at http://dofportal.tamu.edu/ and selecting the “credentialing” tab.
• Most up-to-date (current) curriculum vitae

RETIREES

Generally, retirees that are to be appointed to non-tenure track faculty positions are not considered reappointments since these individuals left the university.

Retirees have been separated from their previous employment and are hired with a different title and into a different position. This separation constitutes a break in service (§4.4.2 Regulation 31.07.01 Retirement and Employment after Retirement). As a result, retirees are considered applicants and need to be hired for the position.

The search may be done individually for the position or the department may use the bulk search process. The position needs to be advertised as “non-tenure track professor”. Retirees are generally given the non-tenure track title of “Senior Professor” upon retirement when they gave up their tenure. If the retiree is hired within 12 months of their retirement you may waive the normal posting and recruitment procedures but the position will need to be posted with TWC. If a waiver is pursued, the waiver must be approved by the dean of the college, as indicated below.

Retirees are required to undergo a criminal background check if they are being rehired. In particular, §2 of University SAP 33.99.14.M1.02 requires the criminal background check for all internal and external faculty applicants. Degree verification/transcripts will not be necessary if they already exist in the faculty file of the retired faculty member.

All appointments of retirees require the submission of the “Post-Retirement Service Agreement”. This form can be found at: http://dof.tamu.edu/Forms.

IN EXCESS OF 100% EFFORT

Appointments in excess of 100% effort relate to faculty or staff that will be teaching classes in excess of the job duties and responsibilities required in their full time positions.

**IMPORTANT:** Staff positions which are assigned to teach need to be given a faculty title. In this regard notice the following recommended titles:
- Visiting Lecturer if the position requires a terminal degree.
- Assistant Lecturer for those positions not requiring a terminal degree.

(1) Staff member: If the appointment pertains to a staff member, you will need to submit via email to facultyhiring@tamu.edu the following package:

**Memo** from the department head through the dean and to the Dean of Faculties detailing the following:
- If the staff member is appointed by a different department, the memo REQUIRES the approval of the department head and dean where the staff member has the full time appointment.
  - The type of appointment (tenure status)
  - Faculty Title
  - Term (including a clear start date and end date)
  - Salary amount
  - Indication that the excess effort will not interfere with the normal duties and responsibilities of the individual (If Flex Work Schedule required, please provide)
  - Specific percentage effort above 100%
  - Time of the day the excess teaching will take place
  - Teaching/service load changes
  - Detail teaching assignment
- Detailed credentialing justification that relates the degree and experience to the course content (This should be the same justification as the one entered in the Hiring Portal in the Credentialing tab)
- Tenure Agreement
- Signed Offer letter
- Degree Verification form
- Criminal Background Check
- Credentialing is required in the DOF Portal, after they have been listed as an instructor of record and needs to be approved before the individual starts teaching. Note that credentialing must be completed by the department by logging into the DOF Portal at http://dofportal.tamu.edu/ and selecting the “credentialing” tab.
- Most up-to-date (current) curriculum vitae

(2) Faculty member: If the appointment is for a faculty member, you will need to submit via email to facultyhiring@tamu.edu the following package:

- Memo from the department head to the dean and to the Dean of Faculties detailing all of the following:
  - If the faculty member is appointed by a different department, the memo REQUIRES the approval of the department head and dean where the faculty member has the full time appointment.
  - The type of appointment
  - Faculty Title
  - Term (including a clear start date and end date)
  - Salary amount
  - Indication that the excess effort will not interfere with the normal duties and responsibilities of the individual
  - Teaching/service load changes
  - Detail teaching assignment
  - Detailed credentialing justification that relates the degree and experience to the course content (This should be the same justification as the one entered in the Hiring Portal in the Credentialing tab)
- Credentialing is required in the DOF Portal, after they have been listed as an instructor of record and needs to be approved before the individual starts teaching. Note that credentialing must be completed by the department by logging into the DOF Portal at http://dofportal.tamu.edu/ and selecting the “credentialing” tab.

JOINT APPOINTMENTS

For the purposes of these guidelines, in a joint appointment situation the employee of one TAMU department is appointed part of his/her time to work for another TAMU department, thereby splitting the full time effort between both departments.

The difference between a joint appointment and an appointment in excess of 100% effort is that in the latter, the employee works on a full time basis for one department only but takes on additional effort in excess of his/her regular duties to work for another department.

Also, there is a difference between courtesy joint appointments and a true joint appointment. In a courtesy appointment the request is based on a desire of the department where the faculty member is housed to have the faculty member perform certain non-remunerated duties for another department. For this, a memo from the department head to the dean and to the Dean of Faculties detailing the duties and Joint Appointment form.

Joint appointments happen within the context of TAMU. However, there are situations that appear to be joint appointment but they are really not:

Appointments of non-TAMU faculty member to a TAMU faculty position – These are generally courtesy appointments (see Adjunct section) unless there is an expectation of service in exchange for remuneration. If this is the case, it is a new hire and not a joint appointment.

Appointments of System agencies staff or researchers to a TAMU faculty position – These are not considered joint appointments since the individual holds separate positions within the System (see dual employment section). If this is the case, it is a new hire and not a joint appointment which requires a dual employment agreement.

Joint appointments of TAMU Faculty (submit to Dean of Faculties via email at facultyhiring@tamu.edu)

There are two types of faculty joint appointments:

Full Joint Appointment (1): This appointment confers full faculty privileges, duties, and responsibility in both departments which request this joint appointment.
Limited Joint Appointment (2): This appointment is requested on the basis of the desire of this department that this new colleague would perform the following duties for this department

Items Required for a Joint Appointment:
- Completed Joint Appointment form
- Please indicate on the joint appointment form that this is a (1) fully conceived joint or a (2) limited joint appointment.
- Memo of Understanding (MOU) detailing:
  - Approvals from the department head and deans of each of the departments
  - Terms of the joint appointment
  - Percentage of effort devoted to each appointment
  - Tenure agreement
  - Salary (Not needed in MOU if #2 is selected)
  - Faculty title given
  - Teaching/service load changes
  - Detail teaching assignment
- Credentialing is required and needs to be approved before the individual starts teaching. Note that credentialing must be completed by the department by logging into the DOF Portal at [http://dofportal.tamu.edu/](http://dofportal.tamu.edu/) and selecting the “credentialing” tab.
- Updated curriculum vitae

Joint appointments TAMU Staff - This is a NEW HIRE. Submit to Dean of Faculties via DOF Electronic Hiring Portal the entire hiring package along with the Joint Appointment Form.

DUAL APPOINTMENT

In a dual employment situation, the individual is working in two separate positions for two members of the System.

Because a dual employment situation signifies the existence of an open faculty position at TAMU, the appointment to that position is a NEW hire and as such follows the hiring protocols contained in these guidelines and submission of the necessary hiring forms through the DOF Electronic Hiring Portal.

In addition to submitting all the required hiring forms, the hiring department must complete a memo REQUIRING the approval of the department head and dean where the faculty member has the full time appointment and route through the requesting department head and dean to the Dean of Faculties.

ADJUNCT FACULTY

The Dean of Faculties regularly receives requests regarding the appointment of Adjunct Faculty. The issue that arises with these requests is whether or not these types of appointments are in fact a hire.

Generally speaking, adjunct faculty are not considered employees. These are courtesy appointments that do not require compensation but rather facilitate participating in some departmental activities.

A memo (routed from the Department Head, through the College Dean, and to the Dean of Faculties) detailing the adjunct faculty title, the length of the appointment, the fact that it is a non-paid appointment and the content of the duties and expectations.

There needs to be an agreement between the department and the adjunct faculty member on file with the faculty members signature. The appointment letter needs to detail the adjunct faculty title, the length of the appointment, the fact that it is a non-paid appointment and the content of the duties and expectations.

The adjunct appointment memo and adjunct appointment letter must be submitted to the Dean of Faculties via email at facultyhiring@tamu.edu but does not require DOF approval.

If the adjunct appointment involves teaching responsibility consult with the DOF office because there are different requirements.

If an adjunct appointment is remunerated in exchange for services, it is a NEW non-tenure track hire which requires adherence to the hiring protocols contained in the Dean of Faculties hiring guidelines and submission of the required hiring forms through the DOF Electronic Hiring Portal.
RECLASSIFICATIONS

Reclassifications pertain to existing employees within the same department. Reclassifications can be lateral, upward or downward.

Lateral reclassifications are those whereby the faculty member is given a title that is at the same level of the title he/she currently holds. Below are some, but not all, applicable examples:

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<tr>
<th>Current Title</th>
<th>Lateral Reclassification</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>Adjunct Assistant Professor</td>
<td></td>
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<tr>
<td></td>
<td>Assistant Professor of the Practice</td>
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<td></td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Executive Assistant Professor</td>
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<td></td>
<td>Instructional Assistant Professor</td>
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<td></td>
<td>Research Assistant Professor</td>
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<td></td>
<td>Visiting Assistant Professor</td>
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<tr>
<td>Senior Lecturer</td>
<td>Adjunct Associate Professor</td>
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<td>Associate Professor of the Practice</td>
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<td>Clinical Associate Professor</td>
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<td>Research Associate Professor</td>
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<tr>
<td></td>
<td>Visiting Associate Professor</td>
<td></td>
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</tbody>
</table>

Lateral reclassifications from Senior Lecturer or Lecturer to non-tenure track (Adjective) Assistant Professors and Associate Professor should clearly state the significant responsibilities currently performing by the faculty member beyond solely teaching (or research for research faculty) and demonstrate continued excellence in their primary as well as secondary responsibilities.

Upward reclassifications are in essence a promotion which require following the rules for all Tenure and Promotion matters. (Assistant to Associate or Associate to Professor) (See applicable T&P university and college guidelines)

Downward reclassifications are for the most part demotions, and generally associated with discipline/performance matters.

Changes in title may also be a result of a search for an open position for which an internal candidate applied and was selected. In this case this is a new hire and not a reclassification.

(1) Faculty Reclassifications

Faculty members with no interruption in their employment are considered “existing faculty”. Therefore, a title change is generally viewed as a reclassification.

When reclassifying an existing faculty member, Dean of Faculties does not require a criminal background check for the faculty member.

Reclassifications should be submitted to the Dean of Faculties via email at facultyhiring@tamu.edu with the following documentation:

- Memo from the department head to the dean and to the Dean of Faculties detailing how the change in title does not constitute a promotion, and containing:
  - The reasons for the proposed change of title (if change of track please detail)
  - Current title
  - Proposed title
  - Proposed salary
  - Proposed duties and responsibilities as compared to those under the existing title
• Teaching/service load
• Appointment term (start and end date)
• Detail teaching assignment
• Copy of the original appointment letter containing the title to be changed
• Updated curriculum vitae
• Signed acceptance of faculty member (offer letter)
• Appropriate tenure form signed by the department head, dean and employee for the proposed position (only if non-tenure)
• Credentialing is required and needs to be approved before the individual starts teaching. Note that credentialing must be completed by the department by logging into the DOF Portal at http://dofportal.tamu.edu/ and selecting the “credential” tab.
• If a faculty member is going from a tenured position to a non-tenure track position, the separation agreement is also needed.

(2) Reclassification from a Staff position to a Faculty position

Staff reclassifications into faculty are not reclassifications. As a result, this is a NEW hire and must be processed through the DOF Hiring Portal. The posting and recruitment can be waived since the person is already a member of the TAMU. If it is a tenure-track position, the waiver will require Dean of Faculties approval prior to the offer being extended.

STRATEGIC/TARGETED FACULTY HIRES

There are some faculty hires that are strategic or targeted, such as the Texas A&M University Institute for Hagler Institute of Advanced Study (HIAS) Fellows and/or Presidential Faculty Hires. These types of hires are unique and eligible for waiver of the normal posting and recruitment procedures.

The college needs to submit a memo through the Pre-Hire DOF Electronic Hiring Portal identifying and justifying the hire as a strategic/targeted hire. This will serve as a waiver of the search.

Thereafter, the college will need to submit all other hiring documentation through the DOF Electronic Hiring Portal.

ADMINISTRATIVE APPOINTMENTS

Administrative appointments below the level of Dean (Executive Associate Dean, Department Head, etc.) MUST follow regular faculty hiring procedures as detailed below.

Faculty members may be internally appointed to an administrative position, or otherwise recruited and selected for the administrative position.

Internal appointments of existing Texas A&M University faculty members to administrative positions do not require a posting with the Texas Workforce Commission or external announcement. To request the approval of the appointment, a memo through the Dean of Faculties to the Provost is required. The reason for this is that the faculty member remains a faculty member of their home academic department and the administrative position.

Internal appointments MUST:
• Announcement must indicate that only internal applicants will be considered,
  ▪ Internal announcements are usually produced by the college/department. You would need to follow the in-house mechanism you have in place that announces internal positions, whether it be a distribution-A email, or a posting on your college/department website. The announcement cannot be advertised outside of the University if the intent is to hire an internal applicant (no professional journal advertisement). The advertisement usually details the recruitment for the position, detailing the position description, the requirements/qualifications, and that only internal applicants will be considered, etc.
• It is for a fixed term unless extended, and
• After completion the faculty member will return to his/her home academic department.
• External recruitment follows the guidelines for a NEW hire. If the individual selected is not an existing Texas A&M University faculty member, a faculty title will need to be attached to the administrative position. Please note Tenure on Arrival requirements, if applicable.

**IMPORTANT:** Remember that all appointment letters of faculty to administrative positions while maintaining faculty status must incorporate the requirements indicated in University rule 01.03.99.M1.

For further information on this visit the following page:
http://dof.tamu.edu/dof/media/PITO-
RESEARCH PROFESSOR HIRES

Guidelines for the hiring of Research Professor positions can be found at: http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/research_positions/research_professor_positions_guidelines.pdf

These types of positions are non-tenure track and require the pre-approval of the position by the Vice President for Research. Aside from this, the pre-hire and hiring process follows the same type of requirements as for all other non-tenure track positions. Therefore, the college will need to submit all pre-hire and hiring documentation through the DOF Electronic Hiring Portal. Note that the college will need to set up the Hire-ID to route to VPR during the start new phase.

PRE-HIRING STAGE

The pre-hiring stage relates to all the actions that the department and the college must take in order to initiate the search or waive the search for a faculty position.

The pre-hiring stage is completed when the following documentation has been submitted through the DOF Electronic Hiring Portal and the Dean of Faculties has approved the submission of search:

Dean’s administrative authorization to recruit

Advertisement of the faculty position

In cases in which there is a waiver of the search process, the documentation submitted through the DOF Electronic Hiring Portal must consist of a memo containing the critical business reasons why the department is not able to search, as explained in the appropriate section below.

AUTHORIZATION TO RECRUIT

The authorization to recruit is provided by the college dean in accordance with University Rule 12.99.99.M1- Faculty Recruitment Procedures. Deans should notify the Dean of Faculties when a search has been authorized. The authorization to recruit applies to the all faculty positions.

To improve our hiring practices and to comply with applicable laws, policies, regulations and rules, deans and department heads need to be aware of the following:

1. All tenure track and non-tenure track faculty positions require a search.
2. All searches need to be authorized by the college dean.
3. Deans should notify the Dean of Faculties each time they authorize a faculty search.
   a. For each authorized search, the Dean of Faculties will need a copy of the search announcement, which the Dean of Faculties will post with the TWC.
   b. The Dean of Faculties will assign a tracking code to each search after receiving the announcement for the search.

TEXAS WORKFORCE COMMISSION POSTINGS

Every state job in Texas must be posted with the Texas Workforce Commission (TWC). All faculty positions must be posted with the TWC for at least 5 days before an offer can be made.

As soon as the search committee has created the job requirements for the position, the job posting (announcement) and the dean’s authorization to recruit must be sent through the DOF Electronic Hiring Portal. The job posting information will be submitted by the Dean of Faculties to the Texas Workforce Commission (TWC) to create the required posting. All TWC position postings expire after one year.

The following approved EEO statement will need to be used in all of your advertisements for faculty positions.

The Texas A&M System is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer committed to diversity.
Always include the required Equal Employment Opportunity (EEO) statement on all your advertisements and web sites. The Dean of Faculties office will ensure this language is included in all position advertisements posted to the Texas Workforce Commission (TWC) – processed through pre-hiring in the DOF Portal. You will be responsible for ensuring that the same language is used in all external advertising.

HR resources which discuss veterans and disability outreach websites can be found:  [https://employees.tamu.edu/managers/advertising/applicant-pool/](https://employees.tamu.edu/managers/advertising/applicant-pool/)

The following links provide free job postings for employers aiming to attract veterans:
- hirepatriots.com
- hireheroesusa.org
- nvf.org
- militaryconnection.com

The following links provide resources such as career events and priced job postings for employers aiming to attract veterans:
- edd.ca.gov
- recruitmilitary.com
- military.com
- gijobs.com
- jobbankinfo.org
- usajobs.gov
- hireahero.com
- vetfriends.com
- vetjobs.com
- militaryhire.com

Disability Outreach:
- askearn.org
- business-disability.com/services.aspx
- jobaccess.org
- gettinghired.com
- projecthired.org

**ADVERTISING FOR “OPEN TRACK”**

Open track signifies that the hiring department is willing to entertain applications and select a candidate/s for non-tenure track or tenure track positions at any rank.

Currently, the DOF Electronic Hiring Portal is unable to support this type of submission. Therefore, tracks should be advertised and dealt with separately in the Portal by choosing the appropriate tracks and “open ranks” and advertising accordingly.

**All TWC position postings expire after one year.** If a tenure-track position has not been filled within 12 months, the Dean of Faculties Office needs to be notified to extend the TWC posting.

**BULK SEARCHES FOR NON-TENURE TRACK POSITIONS**

All non-tenure track positions require a search, except if such search is waived as explained elsewhere.

To facilitate the hiring process of non-tenure track faculty, the Dean of Faculties recommends that the deans authorize all non-tenure track faculty hires within a single notification document once a year.

Please note that a position advertisement must accompany the non-tenure track search memo template.

The advertisement **MUST** contain the following:

1. State the job title (for example: Lecturer, Assistant Professor, Associate Professor, Full Professor, and/or Professor)
2. State the job duties (What will the individual be doing?) Specify the teaching, research and service expectations. Teaching expectations must be present.
3. State the educational requirements (degree, area or field of study)
4. You are not required to state experience but if you do, state the experience requirements for the position, if any (positions such as assistant professor don’t require experience since they are entry level).
(5) Contact information for applicants with questions regarding the position.

(A) **Academic Year**

For each Academic Year, this authorization to hire should be obtained prior to the summer immediately preceding the Academic Year for which the hires are sought, but can be submitted and/or updated at any time throughout the year. Bulk search authorizations should cover the entire Fiscal Year (September 1st through August 31st) to ensure that summer session hires are included.

This process should be used only for those titles or positions that usually do not require an extensive, prolonged search. The text of announcement must be generated by the hiring department/college.

As noted above, deans can waive a search for non-tenure track positions under special compelling circumstances, such as special opportunity hires or unexpected/urgent situations. However, by having ongoing searches for non-tenure track positions the need to waive a search is substantially reduced.

(B) **Process**

Each department will need to create a process for soliciting, collecting, sorting, and selecting faculty applications the “generic” non-tenure track positions described above. Perhaps the easiest and most efficient approach would be to add to the departmental website a link to the job search announcement.

Although solicitations can be targeted, as when a department head or faculty member invites a given individual or specific group of individuals to submit a CV for consideration for a job, the department must also solicit applications openly. That is, any qualified individuals should have a way of knowing that jobs are available, and be given the opportunity to be considered for those jobs.

The department should develop a process that shows that, given the experience and qualifications of all the applicants, Jane Smith was the most qualified for the job. Clearly, firsthand knowledge of teaching effectiveness, and good understanding of departmental goals and the needs of our students can be used as an important criterion for the selection process. How much weight you give to the different criteria is up to you—but you have to be consistent across hires.

As job openings become available, department heads (or designees) would have the option of reviewing the existing pool of candidates, or engage in targeted or broader solicitations to increase the size of the pool before narrowing the pool and selecting the finalist(s).

(C) **Break in employment**

Department heads should note that if there is a break in employment the appointment is not renewed following the end of a given term and prior to the beginning of the subsequent Academic Year, or at a certain future time within 12 months of the initial appointment, -- the non-tenure track will have to apply for the job again.

**CONTENT OF JOB ADVERTISEMENTS**

Although the advice that follows is meant to optimize your choices and avoid obstacles when the person you hire is an international scholar, the advice simply describes a best practices approach on how to advertise for faculty positions – for both national and international hires.

When you advertise for a faculty position you don’t know whether or not an advertisement will generate an international hire. If in fact the successful candidate is a foreign national, you may want to sponsor the individual for permanent residence through the special handling labor certification process. The special handling labor certification process takes advantage of the competitive recruitment and selection used to hire the foreign national for a faculty position as evidence of having tested the labor market for the purposes of obtaining a labor certification for permanent residence. **The labor certification must be filed within the first 18 months from the date of the offer letter.**

The Department of Labor (DOL) has established regulations that address advertisement requirements for use in special handling labor certifications for faculty positions with actual teaching responsibilities. In this regard, in order to draft an appropriate advertisement, the academic departments advertising for faculty positions must address two areas:

- Means of advertising
- Content of the advertisement

(A) **Means of Advertising**

It is no longer necessary to use a print publication to prove that a test of the labor market was conducted for a faculty position. Therefore,
electronic or web-based advertisements placed in national professional journals are also acceptable means to satisfy the requirements imposed by the regulation.

Note, advertisements must be posted for a period of at least 30 calendar days, and such period needs to be documented. Proof that the advertisement ran for a month in an electronic or web-based national professional journal can be documented by providing dated print-outs from the website showing advertisement was placed.

Please note that the approved advertisement that is submitted in the Pre-Hire should be the same advertisement that is used in any external advertisements.

(B) Content of the Advertisement

The advertisement MUST contain the following:

1. State the job title (for example: Lecturer, Assistant Professor, Associate Professor, Full Professor, and/or Professor)
2. State the job duties (What will the individual be doing?) Specify the teaching, research and service expectations. Teaching expectations must be present
3. State the educational requirements (degree, area or field of study)
4. You are not required to state experience but if you do, state the experience requirements for the position, if any (positions such as assistant professor don’t require experience since they are entry level)

As part of the DOF electronic hiring portal the Immigration Services for Faculty and Scholars (ISFS), at the Dean of Faculties, reviews the content of the advertisement when submitted in the pre-hiring phase of the system. This is intended to aid the department in the fulfillment of the Department of Labor academic advertisement requirements. If you would like ISFS to review the content of the advertisement prior to obtaining the dean’s authorization to recruit, please feel free to contact ISFS at: isfs@tamu.edu.

DOF APPLICANT TRACKING LOG

An Applicant Tracking Log is required for each faculty position that is advertised or when you intend to waive the normal posting and recruitment procedures for an individual that is not a Texas A&M University employee (external applicant/candidate). Please use the tracking log provided in the DOF Electronic Hiring Portal. You will not be able to move onto the hiring phase until this has been submitted.

You must complete the tracking log as applicants apply for the position. In order to do that you will click on the tab entitled “Applicant Tracking Log” in the DOF Electronic Hiring Portal. This tab will take you to a list of approved pre-hires. Locate the position with your pre-hire id and click on it. This will display the necessary fields for you to fill out for each applicant. Note that you will be able to save the entries and printout a spreadsheet with all applicants.

The DOF Hiring Portal contains an Applicant Tracking Log (ATL). This ATL has a hidden functionality which is of the utmost importance. As you enter the applicants the ATL will generate an email acknowledging the receipt of their application and providing the applicant with all of the following:

- Notice to Self-disclose (Self-ID Form)
- Notice for Veteran Classification
- Disability Form
- Notice of Non-discrimination
- Campus Crime Statistics and Security Policies

All of the forgoing notices are required by federal statutes and applicants need to receive such notices in a timely manner. In order to ensure that applicants are notified appropriately you must do all of the following:

1. Applicants MUST be entered as applications are received. They must not be entered at the end of the search when you are ready to extend an offer. Entering applications this late will generate the Self-ID email to the applicant months after the applicant actually applied for the job and will provide the receipt of their application and the above notices. The receipt by the applicant of this late notification is confusing and is ultimately not the best business practice.

2. The Applicant Tracking log must be filled out completely. You will not be able to submit anything with that is incomplete.

3. Also please note that the title being referenced in the Applicant Tracking Log is the title that the person is applied for, not their current title at their current institution.
4. If you have two pre-hires with the same ad, there should be two unique applicant tracking logs. You should not be simply entering the same list of applicants twice since both pre-hires were for the same position. Each ad should be referencing the unique pre-hire ID#. This is something that internal audit checked and it is important to be in compliance.

Things to remember:

Do not wait until the end of the search process to complete the tracking log.

You will not be able to move to the hiring phase until the tracking log has been completed and submitted.

**WAIVER PROCESS**

Waiver of the normal posting and recruitment procedures should be exceptions. As such, you need to provide the critical business reasons why you are not able to search. Justification of these business reasons is a must.

**IMPORTANT:** Search waivers, are granted exceptionally and for compelling reasons. Please justify the waiver accordingly. If the waiver does not fall within one of the reasons below, it will be denied.

- Hagler Institute of Advanced Study (HIAS) or Presidential Hire of renowned academic qualifications
- Unexpected illness, disability or departure of an existing faculty member
- Partner placement hires
- Immediate need to teach new sections of courses
- Selection for administrative position requiring a faculty title

Waivers of the search process for a faculty position must first be approved. The type of approval depends on the type of track for which the waiver of search is requested. Waivers must be requested in writing. The request needs to justify the compelling business need for the waiver and must specify the following:

- Title of the position
- Educational requirement
- Experience requirement
- Duties and responsibilities
- Contact information of the individual responsible for the hire (department head).

The waiver is submitted in the pre-hire section of the DOF Electronic Hiring Portal. DOF Electronic Hiring Portal, has a “workflow type” selection with the option of “waiver for external candidate” for you to choose. Once you choose the waiver for external candidate option, an applicant tracking log will be required.

Upon approval of the waiver, the DOF will post the position with TWC. The posting with TWC will be for a specific amount of time but no less than the minimum of 5 posting days.

Note that you will need to enter the candidate’s name for whom you are requesting the waiver in the tracking log as an applicant to the position. However, if during that time there are other applicants that apply to the TWC posting, you will need to enter those applicant’s names in the tracking log. All applicants will need to be considered for the position before you can move to the hiring stage.

**Waivers of tenure track searches**

Search waiver requests to hire tenure track faculty can only be approved by the Dean of Faculties. Requests to hire tenure track faculty without a search must be made and justified by both the department head and the college dean. Search waivers for partner placement hires are assumed to benefit the university because of their positive impact in attracting and/or retaining highly qualified faculty. For any other type of search waiver, please submit your requests in writing only after having had a discussion with the Dean of Faculties.

Submission of a waiver must include a memo from the department head through the college dean to the Dean of Faculties explaining in detail the compelling reasons for the waiver and requesting to waive the search thereof.

**Waivers of non-tenure track searches**

The college dean has the authority to waive the requirement for the search of non-tenure track positions based on the exceptions noted.
Submission of a waiver must include a memo from the department head to the college dean explaining in detail the compelling reasons for the waiver. Non-tenure track waivers will be reviewed for due diligence by Dean of Faculties to ensure that the waivers are justified. If the justification for the waiver is not based on a compelling reason, Dean of Faculties will deny the waiver in the online hiring system and will indicate the reason for the denial.

**DOCUMENTING THE SELECTION PROCESS**

The Texas A&M University System Record Retention Schedule requires you to keep all documentation pertaining to the search and selection process in order to be able to successfully satisfy a system internal audit (Reference sections 3.1.001 and 3.1.002).

The Dean of Faculties only keeps the position posting with TWC and the applicant tracking log. This information is kept in the Electronic Hiring Portal.

**SELECTING MORE CANDIDATES THAN ADVERTISED**

There are times when the search committee identifies more than one viable candidate for a single position advertised. In these cases the question that arises is whether or not the hiring department can hire more than one candidate when it only advertised for one position.

The dean’s authorization to recruit allows the department to:

- Advertise for the position authorized by the college dean
- Initiate the recruitment for such position
- Select a candidate for the position
- Request authorization to hire the selected candidate resulting from the recruitment

Hiring departments, however, may hire more than one candidate provided all of the following is met:

- The additional position must be the same rank and title as the advertised position
- The candidate must have applied for the advertised position and was one of the final candidates
- The dean of the college must approve the additional hire

Hiring of additional candidates will need to be justified by memo. The memo must contain in detail all of the above requirements, the need for the department to hire an additional candidate, and the original Pre-Hire ID number. The memo should be submitted through the DOF Electronic Hiring Portal as a justification waiver and with a new Pre-Hire ID.

**HIRING STAGE**

This stage includes the process of obtaining the necessary checks, verifications, and administrative approvals to make the hire final and effective.

**OFFER LETTER AND CONTINGENCIES**

Texas A&M University System regulations and university rules require certain elements to be present in every offer letter. The reason for this requirement is proper compliance with current policies, clarity in the communication, and protecting the institution from any potential exposure to liability.

When drafting an offer letter, you must include the required and necessary contingency statements for all positions. A properly drafted offer letter for all positions must contain the following:

- A disclosure indicating the need for final administrative approval:
  "Upon acceptance of this offer your employment will require further and final administrative approval”.

- All necessary and required contingency statements:
  "This offer is contingent upon your ability to provide employment eligibility documentation to work in the United States as required by federal law. In addition, the approval of this offer is also contingent upon the successful completion of the degree verification and criminal background check processes, and your compliance with the Selective Service law if applicable to you. In order to help expedite
the administrative approval, [place hiring coordinator’s name here] will email the Degree Verification form to you. Please complete, sign and return this form to [place hiring coordinator’s name here] upon acceptance of this offer. For all degree(s), please proceed with requesting the official transcript from the institution and request that they are mailed directly to the Dean of Faculties, Texas A&M University, 1126 TAMU, College Station, Texas, 77843-1126. Instructions for the criminal background check are attached explaining how this process will be conducted. This offer will not become final and thereby vest until the degree verification and criminal background check have been successfully verified and cleared by the Dean of Faculties Office.”

**IMPORTANT:** Please encourage your hiring coordinators to follow up with an email reminding the new faculty member to order the all transcripts.

If the offer letter includes a granting of tenure on arrival it must contain the following additional provision:

“Offer of tenure on arrival is contingent on the approval by the University and System Administration and the Board of Regents.”

For your guidance and convenience sample offer letters are provided in the appendix. These samples detail what the letters must contain in order to be in compliance. **We require that the contingency paragraphs above be inserted in your offer letters.**

**WHAT NOT TO INCLUDE IN OFFER LETTERS**

Offer letters **should not make the following promises:**
- Permanent residence sponsorship (it is not an entitlement and needs to be justified; Regulation 33.99.09)
- Offering employment for more than one academic year at a time (if you want to offer more than 9 months, see recommended provision below)
- Promotions or reclassifications (depend on performance which can only be judged upon past performance and consequently cannot be promised before)

**OTHER USEFUL OFFER LETTER PROVISIONS**

Following are useful provisions to assist you in your offer letters:

**Start date provision:**

“The official start date of your employment will be September 1st 20XX. However, you are required to report to work on August XX, 20XX, which is the first day of class.”

**IMPORTANT:** Note, that when using this provision all hiring packages should be submitted to Dean of Faculties at least **two weeks before the first day of class** since all approvals and verifications need to be in place at that time.

**Provision for employment of a tenure-track or tenured faculty member**

“This appointment is a nine month appointment for the 20XY academic year which will begin on September 1st 20XX and end on May 31st 20XZ. If you request to be employed during the summer, a separate appointment letter will be required for summer employment. [OR] In addition to your nine month appointment you will be employed for one/two/three months during the summer of 20XZ to teach ______ or to research or to carry out your administrative duties as ________. This appointment does not accrue annual leave.”

**General provision for non-tenured positions:**

“It is understood and agreed by the parties that this offer is contingent, and not limited, to your continued satisfactory performance, the existence of continued funding for the position throughout the term of the offered employment, and the academic needs of the department.”

**Provision for employment beyond one academic year:**

“This position is renewable for up to XYZ years. Renewal may depend on, but is not limited to, your continued satisfactory performance, the existence of continued funding for the position, or the needs of the department. Notwithstanding the foregoing, it is understood and agreed that renewal of this position is not promised or guaranteed and will be assessed by the department at the end of each academic year. Therefore, this offer pertains exclusively to the AY 20XY and does not constitute an offer or promise of employment for future academic years.”

**Provision for employment of a non-tenure track faculty for the academic year and summer appointment:**

“This position is for a nine month plus ______ month/s summer appointment as a XYZ. This position is not associated with academic tenure. In particular, you are expected to teach throughout the Academic Year (September 1st 20XY through May 31st, 20XZ) as well as during the two summer sessions starting June 00, 20XZ and ending August 00, 20XZ. This appointment does not accrue annual leave. Notwithstanding
the foregoing, it is understood and agreed by the parties that discontinuation of funding for the position, unsatisfactory performance, needs of the department, or otherwise will immediately terminate the offered employment.”

Provision for employment of a non-tenure track faculty for one semester in the academic year:
“This appointment is for the _____ semester of the academic year XYZ only. Therefore, your appointment will end on _____. If the department has the need to employ you beyond this appointment, it shall be communicated to you in writing in a timely manner before the end of this appointment.”

IMPORTANT: If the position offered requires the attainment of a specific degree by the start date of the employment, and the candidate is not in possession of the degree, your offer will need to include one of the contingency statements below.

Provision for employment pending graduation for Tenure-Track
“The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have met all the necessary requirements for the degree including your dissertation but have not yet graduated. Therefore, this offer is contingent upon your graduation with a _____ degree on or before the official start date of your employment, which is _____ 1st 20XX. Note that if you are unable to graduate on or before such date this offer for the position of ______ will be automatically revoked becoming null and void.

[OR] The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have met all the necessary requirements for the degree including your dissertation but have not yet graduated. Note that if you are unable to graduate on or before such date, this offer is modified to reflect your appointment to the position of INSERT FACULTY TITLE, which is a non-tenure track appointment, with a monthly salary of $_____. This is a non-renewable appointment for _____ months and, therefore, your term as -______ will end on____, 20__. It is expected that during your term as ______ you will successfully graduate with a ___ degree. Upon notification of your official graduation with the degree of ___ during your term as ______, the department will immediately seek the reclassification of the ______ position into that of______.”

Provision for employment pending graduation for Non-Tenure Track
“The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have met all the necessary requirements for the degree including your dissertation but have not yet graduated. Therefore, this offer is contingent upon your graduation with a _____ degree on or before the official start date of your employment, which is _____ 1st 20XX. Note that if you are unable to graduate on or before such date this offer for the position of ______ will be automatically revoked becoming null and void.

[OR] The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have met all the necessary requirements for the degree including your dissertation but have not yet graduated. Note that if you are unable to graduate on or before such date, this offer is modified to reflect your appointment to the position of Instructor, which is a tenure-track appointment, with a monthly salary of $_____. This is a non-renewable appointment for _____ months and, therefore, your term as an Instructor will end on____, 20__. It is expected that during your term as an Instructor you will successfully graduate with a ___ degree. Upon notification of your official graduation with the degree of ___ during your term as Instructor, the department will immediately seek the reclassification of the Instructor position into that of Assistant Professor.”

IMPORTANT: If candidate has not met the requirements for the Assistant Professor position as of the date required, the candidate cannot be hired into that position and, therefore, it is considered a failed search. However, you may offer the candidate a different position for which you will need to request a waiver/justification since this new position has not been advertised and the minimum requirements are different. See section “Pending Dissertation Defense and/or Graduation”.

Provision for employment pending dissertation defense and graduation for Non-Tenure Track
“The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have not yet defended your dissertation, and your graduation is dependent on a successful defense. Therefore, this offer is contingent upon your graduation with a _____ degree on or before the official start date of your employment, which is _____ 1st 20XX. Note that if you are unable to graduate on or before such date this offer will be automatically revoked becoming null and void.

[OR] The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have not yet defended your dissertation, and your graduation is dependent on a successful defense. Note that if you are unable to graduate on or before such date, this offer is modified to reflect your appointment to the position of ______ which is a non-tenure track appointment, with a monthly salary of $_____. This is a non-renewable appointment for _____ months and, therefore, your term as ______ will end on____, 20__. It is expected that during your term as ______ you will successfully defend your dissertation and graduate with a ___ degree. Upon notification of your official graduation with the degree of ___ during your term as ______, the department will immediately seek the reclassification of the ______ position into that of______.”

Provision for employment pending dissertation defense and graduation for Tenure Track
“The position of ____________ requires a ___ degree. It is our understanding that as of the date of this offer you have not yet
defended your dissertation, and your graduation is dependent on a successful defense. Therefore, this offer is contingent upon your graduation with a _____ degree on or before the official start date of your employment, which is _______ 1st 20XX. Note that if you are unable to graduate on or before such date this offer will be automatically revoked becoming null and void.

[OR] The position of _______________ requires a _____ degree. It is our understanding that as of the date of this offer you have not yet defended your dissertation, and your graduation is dependent on a successful defense. Note that if you are unable to graduate on or before such date, this offer is modified to reflect your appointment to the position of Instructor, which is a tenure-track appointment, with a monthly salary of $_____. This is a non-renewable appointment for ____ months and, therefore, your term as an Instructor will end on ______, 20__. It is expected that during your term as an Instructor you will successfully defend your dissertation and graduate with a _____ degree. Upon notification of your official graduation with the degree of ___ during your term as an Instructor, the department will immediately seek the reclassification of the Instructor position into that of Assistant Professor.”

IMPORTANT: If candidate has not met the requirements for the Assistant Professor position as of the date required, the candidate cannot be hired into that position and, therefore, it is considered a failed search. However, you may offer the candidate a different position for which you will need to request a waiver/justification since this new position has not been advertised and the minimum requirements are different.

OFFER LETTERS LACKING THE REQUIRED CONTINGENCIES

If the offer letter lacks the necessary and required contingencies:

- We would be out of compliance with the applicable System regulation and University rule.
- We may ask you to clarify and document with the prospective faculty member the fact that the offer is contingent.

The hire will not be approved until the Dean of Faculties receives notice that the degree verification and the criminal background check have been successfully verified and cleared. The faculty member cannot be in place until this approval is obtained. Only under very extraordinary circumstances will you be able to request permission for temporary placement pending background check completion, or permission to commence employment pending official verification of the degree.

CRIMINAL BACKGROUND CHECK

Texas A&M University System Regulation 33.99.14 makes the criminal background check applicable to all applicants selected for employment and all employees of the Texas A&M University System. Applicant for employment is defined in the regulation as: “an individual applying for a position with the System, whether external candidate or current employee.” We interpret this to mean any search where there is a formal posting and application process requires a criminal background check (CBC) for all candidates, internal or external.

The regulation indicates that “every offer of employment shall be conditioned on receipt of an acceptable criminal history record information check.” (look up rule and see if it is quoted correctly)

Texas A&M University Standard Administrative Procedure 33.99.14.M1.02, [Criminal History Record Information- Current Faculty and Faculty Applicants] additionally establishes that a finalist to a faculty appointment is required to undergo a CBC. This SAP further indicates that:

IMPORTANT: “An offer to a candidate for a position is pending until the completion of the criminal background check, and thus no one can be placed in a position until the background information has been collected and processed as required …”

As a result, note the following:

a) Examples requiring a CBC:

- Finalists to faculty positions posted and recruited for or for which the search is waived
- Finalists to a faculty/administrative position posted and recruited for regardless of whether the final candidate is an existing TAMU faculty
- Strategic/targeted faculty hires
- Dual Intra-System appointments (employed by a System agency and TAMU)
- Joint Intra-System appointments (Intra-System but inter-agency)
- Appointments of TAMU existing staff to a faculty title
- Appointments of retirees, whether or not they are former TAMU faculty members
- Adjunct appointments that are in fact a hire
- Adjunct courtesy appointments in which the appointee will be teaching as the instructor of record
Reclassifications that are the result of an application to an open position

b) Examples not requiring a CBC:

- Temporary appointments in excess of 100% effort of existing TAMU faculty
- Promotion of TAMU faculty members to another professorial rank
- Lateral reclassifications of existing TAMU faculty
- Internal appointments of existing TAMU faculty to an administrative position
- Appointments of existing TAMU faculty to teach in Qatar or Galveston
- Joint appointments of existing TAMU faculty
- Reappointments to faculty positions within 12 months of the previous appointment

If a CBC is required, the candidate’s information is now entered directly by the candidate via a secure website. The department will need to complete the CBC form and submit it to jobs@tamu.edu with a copy to facultyhiring@tamu.edu.

It is important that the candidate reads, understands and complies with following information (taken from page 2 of CBC form):

**FORM:** Human Resources will receive a Criminal Background Check Request Form completed by the appropriate department or event coordinator. Using this information, they will enter your name and email address in the criminal history vendor website hosted by Sterling BackCheck. That entry will trigger an email to you for background check purposes.

**EMAIL:** You will receive an email from Sterling BackCheck.com with the subject title of "Texas A&M University - Background Screening Instructions". Please check your junk or spam folder if you do not see this in your inbox. The email will contain a link to a secure server.

**LINK:** Using the link provided in the email, you will log into a secure server where you will create a user ID and password. You will enter the information required to perform the criminal history check.

**CONSENT:** You must give your consent to complete the background check via this website and you will receive copies of all documents you complete. You must complete ALL the requirements before the criminal history can be conducted. The link provided in the email will expire in a short time frame so it is critical you respond immediately upon receipt. Failure to consent and complete the required information will make you ineligible for employment or volunteer purposes.

If the background check reveals a felony conviction, the Dean of Faculties will make a decision whether to approve the offer after discussions with the dean and department head of the hiring unit. The dean may appeal to the Executive Vice President and Provost if there is not concurrence with the Dean of Faculties.

**SUBMISSION OF NEW HIRE TO DOF OFFICE**

Once a Pre-Hire ID has been approved in the DOF Hiring Portal, you are ready to advertise and begin accepting applications. An Applicant Tracking Log is required for each faculty position that is advertised. You must complete the tracking log as applicants apply for the position. In order to do that you will click on the tab entitled “Applicant Tracking Log” in the DOF Electronic Hiring Portal. This tab will take you to a list of approved pre-hires. Locate the position with your pre-hire ID and click on it. This will display the necessary fields for you to fill out for each applicant. Note that you will be able to save the entries and download a spreadsheet with all applicants. Once a Pre-Hire has been approved at the Dean of Faculties level, it is not editable. If the Pre-Hire is for one position, the Applicant Tracking Log will become locked once the Hire has been initiated. This further illustrates the importance of entering the applicants as they apply and not all at one time.

To start a new hire, you will select the individual in the Applicant Tracking Log and click “Hire”. This will generate a unique Hire ID number for this specific hire. It is linked to the Pre-Hire ID and will auto-populate some of the fields for you based on your entry in the Pre-Hire stage. It is important to note that the correct track is selected at the Pre-Hire step as this will generate the required documents needed later in the hiring step.

When you start the hire phase in the DOF Electronic Hiring Portal, you will be required to complete the credentialing information. All fields are required. The Dean of Faculties office will not accept credentialing that has not been completed through the DOF Electronic Hiring Portal. (See Appendix on Credentialing)

Hires route from the department level to the department head to the college, through the dean, and then from the dean to the Dean of Faculties. If it is marked with a salary above $150K or for Tenure on Arrival, it will route to the Provost ($5 of University Rule 12.99.99.M1). Note that NO OFFER IS OFFICIAL UNTIL THE DEAN OF FACULTIES AND THE PROVOST, IF APPLICABLE, HAVE APPROVED...
THE OFFER. In order to obtain the necessary approval of the hire, all of the following forms need to be submitted in the DOF Electronic Hiring Portal. These forms can be downloaded from our website at: http://dof.tamu.edu/Forms.

Non-Tenure Track Hiring Documents:
Approval to Hire – Non-Tenure Track
• This form is generated electronically. It requires an electronic signature from the Department Head, Dean, Dean of Faculties, and Provost (if applicable)
Non-Tenure Track Agreement
Criminal Background Check Request Form
Selective Service Registration Status
• All males living in the U.S., between the ages of 18 and 25 are required to register with Selective Service. The form can be found at: https://www.sss.gov/RegVer/wfRegistration.aspx
Degree Verification Form
Offer Letter for Faculty
• A copy of the final offer letter signed by all parties with the required contingencies needs to be provided.
Curriculum Vitae

Tenure Track Hiring Documents:
Approval to Hire – Tenure Track
• This form is generated electronically. It requires an electronic signature from the Department Head, Dean, Dean of Faculties, and Provost (if applicable)
Tenure-Track Agreement
Criminal Background Check Request Form
Selective Service Registration Status
• All males living in the U.S., between the ages of 18 and 25 are required to register with Selective Service. The form can be found at: https://www.sss.gov/RegVer/wfRegistration.aspx
Degree Verification Form
Offer Letter for Faculty
• A copy of the final offer letter signed by all parties with the required contingencies needs to be provided.
Faculty Start Up Package
• This is entered within the Hire ID electronically and it will route to the appropriate agencies/Provost when applicable.
Curriculum Vitae

Tenure on Arrival Hiring Documents:
Approval to Hire - Tenure on Arrival
• This form is generated electronically. It requires an electronic signature from the Department Head, Dean, Dean of Faculties, and Provost
Tenure on Arrival Agreement
Criminal Background Check Request Form
Selective Service Registration Status
• All males living in the U.S., between the ages of 18 and 25 are required to register with Selective Service. The form can be found at: https://www.sss.gov/RegVer/wfRegistration.aspx
Degree Verification Form
Offer Letter for Faculty
• A copy of the final offer letter signed by all parties with the required contingencies needs to be provided.
Faculty Start Up Package
• This is entered within the Hire ID electronically and it will route to the appropriate agencies/Provost when applicable.
Curriculum Vitae
Dossier
• The items required for the Tenure on Arrival Dossier and T&P Dossier are the same to include the Grants Summary Chart and the External Reviewer Chart.

In some cases, external letters of recommendation can be substituted with notes taken from references checked by phone or other means. It is important that the external letters address tenure.

CREDENTIALING

Complete credentialing by clicking the Credentialing tab in the Hiring Portal and entering all degrees for the faculty member including the six-digit CIP code. Provide appropriate justification for all cases in which the first four digits of the CIP code for a
course do not match the first four digits of the CIP code of the prospective faculty member’s highest earned degree. If justifications are based on a certification, please provide copy of the certification. If justifications are based on experience and/or certifications, please provide a detailed explanation of why they are qualified to teach that particular course. Please reference Appendix Section on Credentialing.

Just as a reminder, SACS credentialing requirements for instructors of record are as follows:

- **Faculty teaching general education courses at the undergraduate level**: doctor’s or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- **Faculty teaching baccalaureate courses (upper level undergraduate courses)**: doctor’s or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the teaching discipline).
- **Faculty teaching graduate and post-baccalaureate course work**: earned doctorate/terminal degree in the teaching discipline or a related discipline.
- **Graduate teaching assistants**: master’s in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.
- **If the instructor of record does not have a terminal degree in the teaching discipline** (first 4 digits of the CIP code of the terminal degree and the course being taught do not match), the following are possible justifications, but they must be clearly articulated and connected to the content of the course:
  - Related work experience in the field
  - Professional licensure and certification
  - Honors and awards (research and publications)
  - Continuous documented excellence in teaching (must specify the number of years and the discipline)
  - We can no longer accept the general justifications below: (It must be detailed)
    - “Individual has a degree in the field.”
    - “Individual taught this course previously.”

### Current TAMU AgriLife/TEES Faculty or TAMU Staff who are becoming Instructors of Records

For current TAMU AgriLife/TEES Faculty or TAMU Staff that have teaching duties and responsibilities within their position description but are not teaching in excess of 100% effort or as a result of a joint appointment, the following documentation must be sent to DOF to facultyhiring@tamu.edu:

- **Memo** from the department head to the dean and to the Dean of Faculties detailing all of the following:
  - The type of appointment
  - Faculty Title
  - Term (including a clear start date and end date)
  - Salary amount
  - Detail teaching assignment
  - Detailed credentialing justification that relates the degree and experience to the course content (This should be the same justification as the one entered in the Hiring Portal in the Credentialing tab)

- Tenure Agreement
- Signed Offer letter
- Degree Verification form
- Credentialing is required in the DOF Portal, after they have been listed as an instructor of record and needs to be approved before the individual starts teaching. Note that credentialing **must** be completed by the department by logging into the DOF Portal at [http://dofportal.tamu.edu/](http://dofportal.tamu.edu/) and selecting the “credentialing” tab.

- Criminal Background Check
- Most up-to-date (current) curriculum vitae

If the TAMU staff member does not have teaching listed as one of their duties within their position description, is not in excess of 100% or as a joint appointment, then it is a new hire.

### SUBMISSION OF APPROVAL TO HIRE AFTER THE START DATE

The hiring date is the date reflected in the offer letter. If the hiring file is submitted after the hiring date or too close to the hiring date you need to **ensure that the faculty member does not start work** until you have received from the Dean of Faculties both (1) a clearance of the background check and (2) the hiring approval from Dean of Faculties. There are no exceptions.
In cases of late submission after the start date, the Dean of Faculties will ask you if the faculty member has begun employment. If the answer is affirmative, we will need a detailed memo from the department head through the dean of the college to the Dean of Faculties explaining:

(a) The circumstances that led to a late submission of the hiring file, and

(b) The reasons for placing the individual in the position, and thereby circumventing the existing rules and regulations.

This memo will be requested mostly, but not exclusively, for cases in which criminal background checks are pending and have not been cleared. The memo will serve as a record for the purposes of System internal audit.

**POST HIRING ISSUES**

There are cases in which the approval to hire package has been submitted but there are delays in the final approval that can potentially affect the start date of the faculty member. These delays can relate to:

- Criminal background completion
- Receipt of official degree verifications
- Completion of course requirements but pending graduation
- Immigration employment issues

In this section we will examine these types of situations and provide you with a way to resolve to them.

It is important to be mindful of the following:

Section 2.1 of System Regulation 33.99.14 states that “every offer of A&M System employment shall be conditioned on receipt of an acceptable criminal history information check…” There are no exceptions to this mandate.

Section 1.2 of University Rule 33.99.14.M1 indicates that no one can be placed in a position until the background information has been collected and processed. There are no exceptions to this mandate.

Section 274A(a)(1) of the Immigration and Nationality Act indicates that it is unlawful to hire for employment an individual knowing that the individual is unauthorized to work in the United States in regards to such employment. There are no exceptions to this mandate.

**DELAYS IN CRIMINAL BACKGROUND CHECKS**

While most background checks are completed within 5 days, faculty members hired too close to their start date could experience delays. In some cases the delay could compromise the expected first day of employment. These delays can also apply to hires that were made months in advance.

Examples when a criminal background check may be delayed:

- The need to conduct an international background check
- The need to perform additional searches (number of counties and states individual has retained residence)
- Hiring with an immediate start date
- Potential volume of requests

The department will need to complete the CBC form and submit it to jobs@tamu.edu, with a copy to facultyhiring@tamu.edu. The Dean of Faculties office will monitor the progress of the criminal background check and will inquire on its status as needed. It is paramount to realize that it is beyond the control of the Dean of Faculties office to (i) speed up the background check process, or (ii) provide you with an exception to this requirement.

**Permission for temporary placement pending background check completion:**

While there are no exceptions to conducting a criminal background check, if there is a compelling exceptional business/academic need for the faculty member to start on time, despite the fact that the criminal background check may still be pending, you may initiate the process to request permission for temporary placement pending background check completion.

Temporary placement, if approved, is not for the position offered and for which the background check is pending, but rather for a
temporary position that will automatically terminate as soon as the pending background check is completed. This temporary placement does not vest any type of rights on the prospective faculty member including, but not limited to, the start of the tenure clock.

The Dean of Faculties can aid you in the process of requesting permission for temporary placement pending background check completion. These requests, however, are expected to be exceptional and rare and should not be employed otherwise. The process to request permission for temporary placement pending background check completion should be initiated within 15 days of the start date of the employment. The request needs to be reasoned and justified in writing in the form of a memo.

All of the following requirements must be met:

- Communication from the Dean of Faculties office that the criminal background check will not be completed by the start date of the prospective faculty member;
- The existence of a clear compelling and exceptional business/academic need for the faculty member to start, which should be detailed in a memo;
  - The memo requesting the temporary placement should be addressed to the Provost through the dean, and the Dean of Faculties;
  - The memo should clearly state that the request does not excuse any conditions to the final employment of the individual, but rather asks for temporary placement pending outcome of the criminal background check;
- The offer letter must contain all the required contingencies;
- Testimonials from third parties that provide evidence of the good moral character of the prospective faculty member. These reference checks can be obtained as written testimonials or can be gathered through phone interviews. In the latter case, a written statement explaining who, when, where, and how the reference check was made must be included;
- The Criminal Background Check Request form has been submitted to the Dean of Faculties, has been sent for checking, and is in fact in process of completion;
- The degree credentials have been verified.

Upon meeting all of the above requirements, the Dean of Faculties will forward the request to the Provost for resolution. Upon decision by the Provost, the Dean of Faculties will provide written notice to you concerning the outcome of the decision.

DELAYS IN THE RECEIPT OF OFFICIAL DEGREE VERIFICATION

The University is responsible for verifying and documenting that the qualifications of our faculty members are appropriate for the required teaching. In order to obtain this information, each prospective hire needs to provide the Dean of Faculties office with a signed Degree Verification form. Normally, this can be done rapidly, but circumstances do arise where the process may be delayed, especially for international degrees.

Degree verification

(a) Verification of international degrees
Degrees granted by institutions of higher education located outside the United States need to be verified by the Dean of Faculties Office.

However, verification of international degrees takes time and may result in several months of wait. That is, the verification request needs to be sent to the international institution for the degree to be verified, and once verified it needs to be sent by the international institution back to the Dean of Faculties Office.

The Dean of Faculties Office is able to conditionally approve the hire while waiting for the requested verification. For this, the departments should submit documentation as a placeholder of the verification as for example:

- Copy of the international degree (diploma)
- Copy of any documentation pertaining to the granting of the degree (i.e. marksheet)
- Correspondence from the institution
- Verification from a previous employer that the degree was verified

(b) Exception to the degree verification by impossibility or unavailability
If the degree (domestic or international) cannot be verified by the issuing institution due to extraordinary circumstances, the Dean of Faculties may pursue an exemption.
In order for the Dean of Faculties to pursue the exemption from the degree verification requirement, all of the following requirements must be met:

1. The circumstances must be extraordinary in nature such as, but are not limited to, the following:
   - Unavailability of records due to loss or destruction
   - Institution no longer exists and records cannot be found
2. The reasons must have been beyond the control of the faculty member
3. The faculty member has provided other evidence pertaining to the issuance and existence of the degree
4. Testimonials from third parties in regard to the issuance of the degree have been obtained

As long as the documentation above is on file, the hire will be approved and the degree verification will be requested/received by the Dean of Faculties Office at a later time.

OFFER PENDING DISSERTATION DEFENSE AND/OR GRADUATION

This refers to instances in which the academic department offers employment to a graduate student who has successfully completed the necessary course requirements or is ABD (All But Dissertation), and/or is pending graduation for the issuance of the degree.

If you know that the candidate is pending the dissertation defense and/or graduation, you should make clear in your offer letter the contingencies for employment (See Offer Letter Provisions). The department should not wait to process the hire through the DOF Electronic Hiring Portal.

You will need to submit the following, when applicable:

- **If only graduation is pending**, a letter from the department/institution indicating that all requirements for the degree have been met and that degree is awaiting graduation.
- **If dissertation and graduation are pending**, a letter from the department/institution indicating when defense will take place and an expected date for the graduation.

The Dean of Faculties will follow up on any hire pending degree attainment to ensure the required contingencies have been met.

For all degree(s), once obtained, the candidate is required to proceed with requesting the official transcript from the institution and request that they are mailed directly to the Dean of Faculties, Texas A&M University, 1126 TAMU, College Station, Texas, 77843-1126.

If candidate has not met the requirements for the position by the start date, the candidate cannot be hired into that position. In such case, the recruitment and selection process for that position is considered to be a failed search since the selected candidate did not meet the minimum requirements for the position (for example, the position requires a Ph.D. but the candidate did not obtain the Ph.D. on or before the start date of the employment).

You may offer the candidate a different and new position than the one for which they were selected. For example, if you offered a tenure-track Assistant Professor Position for which the candidate did not qualify you can withdraw that offer and offer instead an Instructor position. The Instructor position does not require a Ph.D. but it is a tenure-track appointment (see suggested offer letter provisions).

A new Pre-Hire ID and waiver/justification for the alternate position will be required through the DOF Electronic Hiring Portal. The original position for which you advertised and selected the candidate will have to be canceled, unless you choose to hire the next finalist.

Once the candidate has attained the required degree, you can request a reclassification by submitting a memo to the Dean of Faculties (See Section on Reclassifications).

INTERNATIONAL HIRES

Employment of foreign nationals is regulated in Texas A&M University System Regulation 33.99.09 and University Rule 33.99.01. M1. Department heads and deans are strongly encouraged to be familiar with these important regulations.

Department heads are required to ensure that correspondence with an international faculty member prior to obtaining the necessary administrative approvals does not constitute a firm offer of employment (§2.2 Texas A&M University System Regulation 33.99.09). All offer letters must contain the required contingency consisting of the following language:

“This offer is contingent upon your ability to provide employment eligibility documentation to work in the United States as required by federal law.”
It is important to note that you cannot promise the faculty member in the offer letter, or otherwise, his/her sponsorship for permanent residence. Section 7.1 of Regulation 33.99.09 clearly states that sponsorship it is not an entitlement and needs to be justified.

After you have made a contingent offer of employment you must contact Immigration Services for Faculty and Scholars (ISFS) at Texas A&M University. ISFS will review and analyze all necessary documentation and will file the appropriate immigration petition with the federal authorities.

For more information please contact ISFS at 862-1719 or isfs@tamu.edu

**ALTERNATE WORK LOCATIONS**

An alternate work location is defined as a location apart from the employee’s primary duty station, the physical location listed under Position Information in the employee’s Texas A&M University Position Description, typically located on Texas A&M University property.

A memo from the department head, through the college dean, to the Dean of Faculties is required. This memo should detail the duration, location, and the justification for the alternate location and be submitted to facultyhiring@tamu.edu. This memo should be accompanied by the faculty member’s request to the department head. It is advised that before the request is approved the following must be considered: equipment needs and maintenance, employee safety, communication between employee and supervisor, supervision and adherence to state and federal laws.

Please also reference Texas A&M University System Regulation 33.06.01.M0.02

**LEAVE WITHOUT PAY**

Eligibility for and the requirements necessary for granting Leave of Absence Without Pay must be in accordance with Texas A&M University System Regulation 31.03.04.

A memo from the department head, through the college dean, through the Dean of Faculties, to the Provost is required. This memo should detail the duration and the justification for arrangement and be submitted to facultyhiring@tamu.edu.

For an approved leave of absence without pay longer than thirty (30) days, an Employment Payroll Action (EPA) must be submitted and processed through payroll to update the employee’s employment status.

**EXTENSIONS TO THE TENURE CLOCK**

Extensions to the probationary period may be granted upon petition by the faculty member, recommendation by the department head and dean, and approval by the dean of faculties. A memo from the department head, through the college dean, to the Dean of Faculties is required along with the Tenure Clock Extension form.

Extensions are usually for one year, but a longer period may be requested in compelling circumstances. Any extension greater than one year must be approved by the provost. A faculty member may petition for an extension in the following cases:

- The faculty member is taking leave without pay, or a reduction in service to 50% time for a semester or academic year, provided the leave is not taken solely for the purpose of pursuing activities that will enhance the faculty member’s qualifications for promotion and tenure.
- The faculty member has encountered circumstances that may seriously impede progress toward demonstrating qualification for the award of promotion and tenure. Such circumstances might include (but are not limited to):
  - serious illness or injury;
  - having responsibility for the primary care of an infant or small child;
  - having responsibility for the primary care of a close relative who is disabled elderly or seriously ill;
  - any serious disruption of the probationary period for unexpected reasons beyond the faculty member’s control.

The above guidelines for extension were developed by the Faculty Senate and approved by the president of the university.
APPENDIX A: CREDENTIALING GUIDELINES

SACS Requirements and University Expectations

Guidelines detailed below apply to all instructional faculty, including graduate teaching assistants, who are instructors of record at Texas A&M University and its two branch campuses, Texas A&M University at Galveston and Texas A&M University at Qatar.

In its Faculty Credentials Guidelines, the Southern Association of College and Schools Commission on Colleges (SACSCOC) provides the following guidance regarding qualifications of individuals serving as instructors of record:

“When an institution defines faculty qualifications using faculty credentials, institutions should use the following as credential guidelines:

• Faculty teaching general education courses at the undergraduate level: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
• Faculty teaching associate degree courses designed for transfer to a baccalaureate degree: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
• Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree: bachelor’s degree in the teaching discipline, or associate’s degree and demonstrated competencies in the teaching discipline.
• Faculty teaching baccalaureate courses: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the teaching discipline).
• Faculty teaching graduate and post-baccalaureate course work: earned doctorate/terminal degree in the teaching discipline or a related discipline.
• Graduate teaching assistants: master’s in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.”

SACSCOC standards on faculty qualifications also state:

“The institution also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes.”

At Texas A&M University and its branch campuses in Galveston and Qatar, the primary indicator used to gauge instructors’ qualifications to teach is a terminal degree in the discipline of instruction. In some cases, faculty members are considered qualified for instruction based on factors other than an in-discipline terminal degree, such as:

• Terminal degree in a closely related field
• A master’s degree or at least 18 semester credit hours of graduate-level coursework in the same or a closely related field
• Professional licensure or certification in a related field or profession
• Significant professional, research, or teaching experience in the same or closely related field

Semester-based Credentialing Process

The office of the dean of faculties assumes responsibility for checking the teaching qualifications for faculty. Colleges and departments oversee hiring of graduate assistants who serve as instructors-of-record.

We use the federal Classification of Instructional Program (CIP) codes to determine whether or not an instructor’s educational background is in the same discipline as courses he/she teaches. The CIP codes for courses are maintained in the Texas Higher Education Coordinating Board’s course inventory for Texas A&M University. The CIP code of each instructor’s highest earned degree is maintained in an on-campus faculty database. Because faculty members sometimes teach courses that are closely related to but not the same as their highest-earned degree, we worked with deans and department heads to establish a cross-walk that documents similar disciplines. As new faculty are hired, we request both the highest-earned degree CIP code and the CIP codes for courses the faculty member is qualified to teach so we are able to update our database and cross-walk.

Immediately prior to the first day of classes, we compare the CIP code for each instructor’s highest-earned degree to the CIP code for course sections the instructor is teaching. If degree and course CIP codes are not an exact match, we then check the cross-walk to determine whether or not the instructor is qualified to teach the course because the disciplines are similar. If the degree and course CIP codes still do not match, we contact the instructor’s dean and ask for additional information in order to verify and document the instructor’s qualifications to teach the course.
Recommendations for Colleges and Departments

Courses—Course CIP codes are designated by the department or unit administering the course, typically when the course is first proposed. Generally, the CIP code requested for a course should be the same as the CIP code affiliated with the administrative unit or degree program.

Course CIP codes for all Texas A&M University programs are included in an inventory maintained by the Texas Higher Education Coordinating Board and may be downloaded from the Board’s data server (http://www.txhighereddata.org/interactive/UnivCourse). We recommend departments periodically review CIP codes assigned to their courses to ensure alignment between the CIP code, course content, and degree program. Administrative units wishing to change CIP codes assigned to courses already listed on the THECB inventory should contact Texas A&M University Curricular Services for information regarding the request and approval process.

New Faculty—Information on instructor qualification is needed for new faculty at the time of hire to update data resources used for the semester-based credentialing process. Administrative units should complete and submit credentialing to the Office of the Dean of Faculties along with other request-to-hire materials. In the DOF Electronic Hiring Portal, administrative units will be required to complete the credentialing information regarding the faculty member’s highest earned degree, courses the individual is expected to teach, and the individual’s qualifications to teach assigned courses. Consider the following when completing the form:

- Use the major or discipline noted on the transcript of the faculty member’s highest earned degree. CIP codes by discipline are available from the NCES CIP 2010 Inventory (http://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55)
- Use the course CIP codes listed on the Texas Higher Education Coordinating Board’s course inventory http://www.txhighereddata.org/Interactive/CIP/
- Provide a teaching qualification justification statement for each degree/course CIP code pairing

Graduate Teaching Assistants — To meet SACS guidelines regarding graduate teaching assistants, all graduate students assigned as instructors of record should have satisfactorily completed at least 18 semester-based graduate credit hours in the same or a closely related discipline to that of instruction. Credits for which an “incomplete” has been assigned, such as research hours, should not be included in determining the number of graduate hours completed. Graduate student instructors of record should receive appropriate training prior to instruction. Training may include completion of the teaching assistant training provided by the Center for Teaching Excellence, auditing the course during the term prior to instruction, or in-department training. All graduate student instructors of record must be supervised by a faculty member holding teaching credentials appropriate to the course and should be regularly evaluated on their teaching performance.

Departments wishing to appoint as instructors of record faculty or graduate students with fewer than 18 completed graduate credit hours in the discipline assigned to teach should maintain documentation demonstrating additional credentials that qualify the individual for instruction. In every case, the department should receive prior approval from the office of the dean of faculties for these exceptions.

CIP Code References

Course Inventory, Texas Higher Education Coordinating Board
http://www.txhighereddata.org/interactive/UnivCourse/
http://www.txhighereddata.org/Interactive/CIP/

Degree Program Inventory, Texas Higher Education Coordinating Board
http://www.thecb.state.tx.us/apps/ProgramInventory/InvSearch.cfm

CIP Code Tools, National Center for Education Statistics
This sample is provided only with the purposes of serving as guidance to the academic department head on what an offer letter must contain for the purposes of compliance with University rules and System policies. This is not a template. A properly drafted offer letter for all tenure on arrival positions must contain the following:

- All necessary and required contingency statements (employment authorization, criminal background check, degree verification, as provided by the sample below)
- If the offer letter includes a granting of tenure on arrival, it must contain the following additional provision: “Offer of tenure on arrival is contingent on the approval by the University and System Administration and the Board of Regents.”

(Date)

Dear Dr. ________________:

MANDATORY CONTINGENCY IN OFFER FOR TENURE ON ARRIVAL: The purpose of this correspondence is to extend to you a formal offer of employment as a tenured (Full Professor, Associate Professor) in the Department of ________ at Texas A&M University. Note, however, that the offer of tenure is contingent on the approval by the University and System Administration and the Board of Regents. Your official start date will be ________________ (day/month/year).

The offer of ________________ (Full Professor, Associate Professor) is at a salary of $ ________________ (monthly/annual). (If not employed full time, please enter the percentage of FTE and the monthly salary earned). In addition, you will receive (state any other salary package offered and support). (If not employed full time, please enter the percentage of FTE and the monthly salary earned).

The Department will provide you with ________________ (indicate office, equipment, startup funds and any other financial, tangible or intangible support).

As an ________________ (Full Professor, Associate Professor) your duties for the position will include (describe in detail the duties of the job). In addition you will be responsible for (describe in detail additional responsibilities assigned to the faculty member such as research and service). You will be expected to ________________ (relate in detail the expectations).

This position is eligible for a generous benefits package and participation in a retirement program. Upon employment, you may choose to immediately enroll in a Texas A&M University System sponsored insurance plan, including health insurance, provided you pay the full cost of premiums. You may also defer enrollment in a health plan until the first of the month following a 60-day waiting period from your date of hire. At this time the State of Texas will pay for a significant portion of the total health insurance premium amount. This position also participates in a retirement program effective on your date of hire.

Since you will be making your benefit selections on or before your first day of work, you may want to familiarize yourself with the New Employee Benefit Enrollment Booklet which can be found at http://assets.system.tamus.edu/files/benefits/pdf/guidebooklet.pdf. You can also go to http://employees.tamu.edu/benefits to find more detailed information. An annual performance review is conducted for all faculty members (describe the performance review according to the position offered).
MANDATORY GENERAL CONTINGENCIES IN OFFER: “This offer is contingent upon your ability to provide employment eligibility documentation to work in the United States as required by federal law. In addition, the approval of this offer is also contingent upon the successful completion of the degree verification and criminal background check processes, and your compliance with the Selective Service law if applicable to you. In order to help expedite the administrative approval, [place hiring coordinator’s name here] will email the Degree Verification form to you. Please complete, sign and return this form to [place hiring coordinator’s name here] upon acceptance of this offer. For all degree(s), please proceed with requesting the official transcript from the institution and request that they are mailed in a sealed envelope directly to the Dean of Faculties, Texas A&M University, 1126 TAMU, College Station, Texas, 77843-1126. Instructions for the criminal background check are attached explaining how this process will be conducted. This offer will not become final and thereby vest until the degree verification and criminal background check have been successfully verified and cleared by the Dean of Faculties Office.”

We are delighted at the prospect of your joining the faculty at Texas A&M University (closing statement).

Sincerely,

Department Head

_______________________________________________  
DH Signature                                          Date

I accept the terms and conditions of this agreement:

_______________________________________________  
Faculty Member Signature                        Date
SAMPLE OF OFFER-TO-HIRE LETTER

TENURE TRACK POSITIONS

( NOTE: The Department Head must sign Offers of Employment)

PLEASE READ BEFORE PROCEEDING

This sample is provided only with the purposes of serving as guidance to the academic department head on what an offer letter must contain for the purposes of compliance with University rules and System policies. This is not a template. A properly drafted offer letter for tenure track positions must contain the following:

• All necessary and required contingency statements (employment authorization, criminal background check, degree verification, as provided by the sample below)

• Clearly state the length of the tenure clock, mandatory review date, midterm review date, and if they are being given credit for prior service

(Date)

Dear Dr.________________:

The purpose of this correspondence is to extend to you a formal offer of employment as Assistant Professor in the Department of_____________ at Texas A&M University. This is a tenure-track position and the standard seven-year maximum probation period is applicable. The term of your appointment is 9- months, and this term will be renewed annually contingent upon adequate performance (see enclosed Tenured and Promotion Guidelines and Annual Performance Evaluation Guidelines). Your official start date will be ____________ (day/month/year) [If applicable, please specify if this is a joint appointment as per System Reg. 33.99.06 and/or if the work will be performed at another academic department].

Given your prior experience, you'll be given X years of credit towards the tenure clock. This means that . . . [explain the implications for tenure and promotion]. The length of your tenure clock is X years, which means that a mid-term review will take place during the XXXX year, and your mandatory promotion and tenure review will take place during the XXXX-XX AY.

The offer of Assistant Professor is at a salary of $_________(monthly). The length of your annual appointment is X months. In addition, your start-up package consists of (state any package offered and support).

The Department will provide you with______________(indicate office, equipment and any other financial, tangible or intangible support)

As an Assistant Professor your duties for the position will include__________(describe in detail the duties of the job).

In addition you will be responsible for_______(describe in detail additional responsibilities assigned to the faculty member such as research and service). You will be expected to___________ (relate in detail the expectations).

This position is eligible for a generous benefits package and participation in a retirement program. Upon employment, you may choose to immediately enroll in a Texas A&M University System sponsored insurance plan, including health insurance, provided you pay the full cost of premiums. You may also defer enrollment in a health plan until the first of the month following a 60-day waiting period from your date of hire. At this time the State of Texas will pay for a significant portion of the total health insurance premium amount. This position also participates in a retirement program effective on your date of hire. Since you will be making your benefit selections on or before your first day of work, you may want to familiarize yourself with the New Employee Benefit Enrollment Booklet which can be found at http://assets.system.tamus.edu/files/benefits/pdf/guidebooklet.pdf. You can also go to http://employees.tamu.edu/benefits to find more detailed information
MANDATORY GENERAL CONTINGENCIES IN OFFER: “This offer is contingent upon your ability to provide employment eligibility documentation to work in the United States as required by federal law. In addition, the approval of this offer is also contingent upon the successful completion of the degree verification and criminal background check processes, and your compliance with the Selective Service law if applicable to you. In order to help expedite the administrative approval, [place hiring coordinator’s name here] will email the Degree Verification form to you. Please complete, sign and return this form to [place hiring coordinator’s name here] upon acceptance of this offer. For all degree(s), please proceed with requesting the official transcript from the institution and request that they are mailed in a sealed envelope directly to the Dean of Faculties, Texas A&M University, 1126 TAMU, College Station, Texas, 77843-1126. Instructions for the criminal background check are attached explaining how this process will be conducted. This offer will not become final and thereby vest until the degree verification and criminal background check have been successfully verified and cleared by the Dean of Faculties Office.”

We are delighted at the prospect of your joining the faculty at Texas A&M University (closing statement).

Sincerely,

Department Head

_______________________________________________
DH Signature                                            Date

I accept the terms and conditions of this agreement:

_______________________________________________
Faculty member Signature                        Date
SAMPLE OF OFFER-TO-HIRE LETTER
NON-TENURE TRACK POSITIONS

( NOTE: The Department Head must sign Offers of Employment)

PLEASE READ BEFORE PROCEEDING

This sample is provided only with the purposes of serving as guidance to the academic department head on what an offer letter must contain for the purposes of compliance with University rules and System policies. This is not a template. A properly drafted offer letter for tenure track positions must contain the following:

• All necessary and required contingency statements (employment authorization, criminal background check, degree verification, as provided by the sample below)

(Date)

Dear Dr.__________:

The purpose of this correspondence is to extend to you a formal offer of employment as a ________________ (Visiting Professor, Lecturer/Senior Lecturer or other applicable non-tenured teaching title) in the Department of __________ at Texas A&M University. This is a non-tenure acquiring position. The term of your appointment is 9- months, and this term will be renewed annually contingent upon adequate performance (see enclosed Tenured and Promotion Guidelines and Annual Performance Evaluation Guidelines). Your official start date will be______(day/month/year) [If applicable, please specify if this is a joint appointment as per System Reg. 33.99.06 and/or if the work will be performed at another academic department].

The offer of (Visiting Professor, Lecturer/Senior Lecturer or other applicable non-tenured teaching title) is at a salary of $_______________ (monthly/annual). (If not employed full time, please enter the percentage of FTE and the monthly salary earned).

The Department will provide you with_______(indicate office, equipment, start-up funds and any other financial, tangible or intangible support).

As a (Visiting Professor, Lecturer/Senior Lecturer or other applicable non-tenured teaching title) your duties for the position will include ___________(describe in detail the duties of the job).

In addition you will be responsible for __________ (describe in detail additional responsibilities assigned to the faculty member such as research and service). You will be expected to __________ (relate in detail the expectations).

This position is eligible for a generous benefits package and participation in a retirement program. Upon employment, you may choose to immediately enroll in a Texas A&M University System sponsored insurance plan, including health insurance, provided you pay the full cost of premiums. You may also defer enrollment in a health plan until the first of the month following a 60-day waiting period from your date of hire. At this time the State of Texas will pay for a significant portion of the total health insurance premium amount. This position also participates in a retirement program effective on your date of hire. Since you will be making your benefit selections on or before your first day of work, you may want to familiarize yourself with the New Employee Benefit Enrollment Booklet which can be found at http://assets.system.tamus.edu/files/benefits/pdf/guidebooklet.pdf. You can also go to http://employees.tamu.edu/benefits to find more detailed information. An annual performance review is conducted for all faculty members (describe the performance review according to the position offered).
MANDATORY GENERAL CONTINGENCIES IN OFFER: “This offer is contingent upon your ability to provide employment eligibility documentation to work in the United States as required by federal law. In addition, the approval of this offer is also contingent upon the successful completion of the degree verification and criminal background check processes, and your compliance with the Selective Service law if applicable to you. In order to help expedite the administrative approval, [place hiring coordinator’s name here] will email the Degree Verification form to you. Please complete, sign and return this form to [place hiring coordinator’s name here] upon acceptance of this offer. For all degree(s), please proceed with requesting the official transcript from the institution and request that they are mailed in a sealed envelope directly to the Dean of Faculties, Texas A&M University, 1126 TAMU, College Station, Texas, 77843-1126. Instructions for the criminal background check are attached explaining how this process will be conducted. This offer will not become final and thereby vest until the degree verification and criminal background check have been successfully verified and cleared by the Dean of Faculties Office.”

We are delighted at the prospect of your joining the faculty at Texas A&M University (closing statement).

Sincerely,

Department Head

_______________________________________________
DH Signature                                            Date

I accept the terms and conditions of this agreement:

_______________________________________________
Faculty member Signature                        Date
SAMPLE REAPPOINTMENT MEMO

MEMO

To: John August
   Dean of Faculties and Associate Provist

Through: Dean of College
         College Name

From: Department Head
      Department Name

Date: Month XX, Year

Subject: Reappointment of Professor Name

The intent of this memo is to request the approval of the reappointment of Professor Name as Position Title in the Department Name for the Semester Term. Their reappointment will be from Term/Dates of Appointment Length. The duties and responsibilities of Position Title include (Include duties and responsibilities and detail teaching assignment). The salary will be $$$$$ and funding will come from XXXX. This is a non-tenure accruing position. There has been no break in service for 12 months or longer.

Thank you for your consideration.
MEMO

To: Dean of College  
College Name

From: Department Head  
Department Name

Date: Month XX, Year

Subject: Authorization to Recruit

The Department of XXXX requests authorization to recruit and hire up to three tenure-track faculty members for the Department of XXXX at the assistant, associate or full professor rank with all areas of expertise being considered.

The positions will be used to recruit candidates with a proven track record of academic excellence as well as interest and experience in promoting diversity on campus per the attached advertisement. (Please add supporting information here)

For the full professor position, the expected 9 month salary is $XXX.

For the associate professor position, the expected 9 month salary is $XXX.

For the assistant professor position, the expected 9 month salary is $XXX.

Advertising for the Position

The attached draft of the recruiting ad will be placed in the ABC Magazine and the XYZ Online Journal.

Recruiting of Minority Candidates

In addition to advertising in the XYZ Online Journal, we will solicit help from minority networks throughout the College and University, both in the initial recruiting stage and during the interview process. (Please add how recruiting of minority candidates will take place here)

Search Committee

The hiring committee for the coming faculty search season consists of the following faculty:

List Names of Search Committee

Thank you for your kind consideration of this request and for your continued support of the Department Name.

Attachment: Draft Advertisement  
Position Description
MEMO

To: Dean of College, College Name
From: Department Head, Department Name
Date: Month XX, Year
Subject: Waiver of Search

The Department Name requests approval from the College Name to waive the faculty search process and hire Candidate Name as Position Title beginning Start Date.

The position of Position Title requires Educational Requirement and Experience Requirement. Discuss Candidate qualifications.
Discuss Duties and Responsibilities of the position.
Discuss the justification and compelling business need for the waiver.

Thank you for your consideration of this request.

Attachments: Candidate Name CV
APPENDIX E: HIRING WORKFLOW USER GUIDE

Department Users

Access to Inbox, Start New, Applicant Tracking Logs, UINS Needed, Search, Reports, Hiring Workflow Diagram

**HIRING WORKFLOW**

**Inbox**

This is where users go to see what work they have locked and what is available to them at the 3 different stages (Pre-Hire, Hire, and After Hire). Users click the Process link to lock the work (if not already locked) and then get sent to the Process page. Users can click the View link to view the work, but not process it. They get taken to the History page.

**PreHires Locked By Me**

<table>
<thead>
<tr>
<th>Select</th>
<th>View</th>
<th>PreHireID</th>
<th>Step</th>
<th>Create Date</th>
<th>Type</th>
<th>Acad Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>View</td>
<td>3801</td>
<td>Department</td>
<td>10/12/2015 3:10:05 PM</td>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>

**Start New**

This is where users go to create a new Pre-Hire or After Hire (for Hires that have been completed). Clicking the Create New Pre-Hire will create the work and take the user to the Process page.

*Create New Prehire* This will create a prehire, make it locked by you and take you to the processing page.

Clicking the Start After Hire will create the work and take the user to the Process page.

**Process - Pre-Hire**

Pre-Hire Process menu can be used to jump to the different sections (Pre-Hire info, documents, notes, action, and step history).

**PROCESS PREHIRE**

Jump To: Prehire Information, Documents, Notes, Action, Step History

The information and documents that are available and required are dependent on the type of Pre-Hire (request, waiver), if
the waiver is for a TAMU employee, and the tenure type (non-tenure, tenure track, tenure on arrival, or research).

Pre-Hire Information

Form that needs to be filled out. It changes based on the information selected for Request Search Waiver and Tenure Type:

Selecting a Tenure Type will then show the available titles: Tenure on Arrival:

Research:

If the Request Search Waiver is selected, additional fields are displayed, Currently Employed by TAMU, First name, Last Name, Email, Mailing Address.

If the Currently Employed by TAMU is selected, then a UIN search field is visible and is used to find the person.
Once the information is saved, it will then display the appropriate documents in the Documents section.

**Documents:**

Documents to be uploaded. Has a link to view a single merged PDF of all PDFs uploaded. Most documents can only have one version with the exception of Miscellaneous Correspondence and Degree Verification Returned.

**Notes:**

Sometimes a user might want to put a note on a work item. The note is viewable by all other users that have access to the work item. It shows the date entered, entered by, and the note.

**Action:**

This is where you unlock the document from yourself. You can move it forward in the process (green button), Check it in at the same step for someone else to look at (yellow), Send it back to a previous step (orange), or delete the request (red) if it is at the department step.

A Comment can be added (and is required if sending it back to a previous step).
This just shows each step a work item has been to, who processed it, when it was processed, and any comment that was entered.

### Step History

<table>
<thead>
<tr>
<th>Step</th>
<th>User</th>
<th>Date</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department</td>
<td>9/24/2015 11:52:16 AM</td>
<td>Kevin Kraeft</td>
</tr>
</tbody>
</table>

**Applicants**

Once a Pre-Hire is approved, it is then available for applicants to be entered for it.

College and Department Users are able to see all approved Pre-Hires that still have Hires remaining.

### Applicants

<table>
<thead>
<tr>
<th>Select</th>
<th>Position</th>
<th>Approved Date</th>
<th>Search Tracking Code</th>
<th>IWC Number</th>
<th>Type</th>
<th>Position Title</th>
<th>Appointment</th>
<th>College</th>
<th>Department</th>
<th>Positions Requested</th>
<th>Positions Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>View</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>Waiver</td>
<td>Adjunct Assistant Professor</td>
<td>Full Time</td>
<td>EN</td>
<td>NUEN</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

DOF users have the ability to search by Pre-Hire ID, College, and Department.
Click the View link by a Pre-Hire to view the relevant Pre-Hire information and list of applicant.

To add an applicant, click the “Add” button and enter all information. Each applicant is sent an email that contains links to voluntary forms for Self-ID, Disability, and VEVRA.

All applicants are listed. They can have their information updated using the “Update” link. To continue to the Hire process for an applicant, the user will click the “Hire” button at the right of the applicant’s entry in the list. The system will make sure that the number of Hire’s does not exceed the Positions Requested. Users are also able to export the applicant list to excel using the “Export to Excel” button.

Process Hire

Users are able to jump to the different sections similar to a Pre-Hire.
HIRE

Users must enter the required information and save it.

Pre-Hire Information

This information is just for display purposes.

Documents

The Hire Information must be saved before documents are available to be uploaded. Different documents are required depending on the Tenure Type, Salary, and Gender. Also, Approval to Hire document is now automatically generated by the system.

Departments must upload the correct agreement for either Non-Tenure, Tenure Track, or Tenure on Arrival. It MUST be signed by the new hire. It can also be signed by the Department Head, but does not have to be. The Department user must mark that the Faculty has Signed and if appropriate that the Department has Signed when uploading the Agreement.

Documents

If the work is at a signature step, then there will be a link for each document that requires a signature.

Signers will click the sign link and the document will then display inline on the page. They will need to check the box stating that they certify their information (IP Address and computer name). They must check the box and then click the Sign Document button.
Once signed, the document list will display the Signed Date and they can click the document to view the signature:

The Electronic signature will also be visible when viewing the document.

Faculty Start Up Package:

College users now enter the Faculty Start-Up Package on a form but the Department still needs to upload it. The form checks to make sure that the expenses and contributions add up for each year.

Credentialing:

Faculty degrees, justifications, and courses with associated justifications/degrees are entered.

Notes:

Sometimes a user might want to put a note on a work item. The note is viewable by all other users that have access to the work item. It shows the date entered, entered by, and the note.

Action:

This is where you unlock the document from yourself. You can move it forward in the process (green button), Check it in at the same step for someone else to look at (yellow), Send it back to a previous step (orange), or delete the request (red) if it is at the department step.
A Comment can be added (and is required if sending it back to a previous step).

**Step History:**

This just shows each step a work item has been to, who processed it, when it was processed, and any comment that was entered.

**Process After-Hire**

This is used for when information or documents need to be updated from the original Hire. An After Hire can be started by a department or college.

It has the same menu and sections as Pre-Hires and Hires.

**PROCESS AFTER HIRE**

Jump To: After Hire Information, Hire Information, Prehire Information, Documents, Notes, Action, Step History

**After Hire Information:**

The name, start date, starting salary and percent time may be updated. They are defaulted to what was in the Hire work item.

**Documents:**

The same documents are available to be uploaded that were available for the Hire. They are not replaced and are not required. If the Start Date is updated, a new Approval to Hire will be automatically created once the department submits the work item.

**Search**

Allows users to search Pre-Hires, Hires, or After Hires using the ID, Name, Department, College, Tenure Type, Title, Step...
They can then click the “View” link to see the history for that item.
APPENDIX F: RULES

Delegation of Authority for Contract Administration and Human Resources

25.07.01.M1.01 — President’s Delegation of Authority for Contract Administration
31.99.99.M0.01 — President’s Delegation of Authority for Human Resources Administration Matrix

Hiring, Appointments and Other Administrative Processes

12.99.99.M1 — Faculty Recruitment Procedures
33.99.14.M1.02 — Criminal History Record Information - Current Faculty and Faculty Applicants
31.08.01.M0.02 — Faculty Emeritus Status
33.99.07 — Internal Faculty Consulting and Professional Services
31.01.01.M2 — Salary Increases Not Awarded Through the Regular Budget Cycle
31.01.99.M0.02 — Approval Procedures for Supplemental Compensation and Dual Employment
33.06.01.M0.02 — Alternate Work Location – Faculty
31.03.03.M0.01 — Leave of Absence with Pay
31.03.04.M0.01 — Leave of Absence Without Pay
31.03.02.M1 — Sick Leave
31.03.02.M1.01 — Reinstatement of Faculty Member on Sick Leave or Leave Without Pay Related to a Disability
01.03.99.M0.01 — Incremental Pay and Appointment Status for Administrators With Faculty Appointments

Faculty Governance, Rights and Responsibilities

12.01.99.M2 — University Statement on Academic Freedom, Responsibility, Tenure, and Promotion
12.99.01 — Faculty Development Leave
12.03.99.M1 — Faculty Teaching Workload Reporting
12.06.99.M0.01 — Post-Tenure Review
12.01.99.M2.01 — Appointment, Evaluation, and Reappointment of Faculty to Endowed Positions
12.99.99.M13 — Faculty Participation in the Selection, Evaluation, and Retention of Executive Vice President and Provost
12.99.99.M5 — Faculty Participation in the Selection, Evaluation, and Retention of Deans
12.99.99.M6 — Faculty Participation in the Selection, Evaluation, and Retention of Department Heads

Academic and Research Programs

03.02.02.M0.02 — Policy and Procedure for Effecting Change in Academic Departmental Structure
11.02.99.M0.01 — Centers and Institutes
11.03.99.M1 — Shortened Courses
15.02.99.M1 — Export Controls
15.03.99.M0.01 — Use of Animals in Research, Teaching and Testing
15.99.01.M1 — Human Subjects in Research
15.99.03.M1 — Ethics in Research, Scholarship and Creative Work
15.99.03.M1.01 — Guidelines for Scientific Misconduct Investigation and Inquiry

Faculty Grievances

08.01.01.M1.02 — Investigation and Resolution of Complaints Against Faculty Members for Illegal Discrimination, Sexual Harassment or Related Retaliation Charges
12.99.99.M2 — Faculty Grievances Procedures not Concerning Questions of Tenure, Dismissal or Constitutional Rights

Ethics and Conflicts of Interest and Disciplinary Actions

07.01 — Ethics
07.03.01.M1 — Political Campaign Events and Partisan Political Activities on TAMU Property
31.05.01 — Faculty Consulting and External Professional Employment
33.99.07 — Internal Faculty Consulting and Professional Services
34.02.01.M1 — Substance Abuse Prevention Rule
Alcohol and Drug Testing
11.07.99.M1 — Awarding Honorary Doctorate Degrees
11.08.99.M1 — Award of Posthumous Degrees