

HANDBOOK FOR TEXAS CHRISTIAN UNIVERSITY FACULTY AND STAFF 2019-20

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This Handbook is for informational purposes only. The provisions of this Handbook do not constitute a contract, express or implied, between any staff or faculty member and Texas Christian University. The provisions of the Handbook are subject to change without notice.

FOREWORD

Purpose

The Handbook for Texas Christian University Faculty and Staff is prepared annually as a ready reference for answers to most questions concerning the organization, philosophy, policies and procedures of the University. It is not, however, meant to be all-inclusive. More precise and detailed information may be secured from appropriate personnel and/or publications.

The provisions herein are current only at the time of publication and, with the exception of the policy relating to tenure, may be reviewed, amended, or revoked following reasonable opportunity for consultation with the segment(s) of the University affected by proposed changes.

Even though materials for this handbook were submitted to University officials for verification, the chance for errors remains. If errors are found, please notify in writing the office of the Vice Chancellor for Marketing & Communication.

OUR MISSION

TCU educates individuals to think and act as ethical leaders and responsible citizens in the global community

OUR VISION

Our vision is to create a world-class, values-centered university experience

TCU VALUES:

- Academic and personal achievement.
- Intellectual inquiry and the creation of knowledge.
- Artistic and creative expression.
- A heritage of service in pursuit of the greater good.
- Personal freedom and integrity.
- The dignity of and respect for the individual.
- Active appreciation for the array of human experience and the potential of every human being.

OUR HERITAGE, PHILOSOPHY AND GOALS

Texas Christian University, founded in 1873, has grown from a small school on the cattle frontier to a major center of independent higher education in a dynamic city. As agents of change in our time as our predecessors were in theirs, we – faculty, staff, students and trustees – are united in striving for the constant improvements of the University.

A community dedicated to learning, the University affirms its commitment to rationality, objectivity, diversity, freedom of inquiry, creativity and civility. TCU is committed as well to the preservation, appraisal, and transmission of knowledge and wisdom and to the discovery of new ideas and knowledge by which the understanding of truth may be extended or corrected.

An independent and self-governing institution, TCU attests that a representative democracy provides the context within which free inquiry may best be protected and encouraged; and the University acknowledges that independent higher education can thrive only in an economic system which prompts and rewards individual initiative. TCU has an historical association with the Christian Church (Disciples of Christ), and the University welcomes students, faculty and staff of all religious faiths taking pride in the diversity of its academic community.

Much of the knowledge students seek is related to their specific career goals. The University, however, regards as essential the advancement and communication of general knowledge which enables students to understand the past, to comprehend the natural and social order, to search for the good and the beautiful, and to integrate knowledge into significant wholes.

Education fosters the capacity for rational decision-making, creative thinking and expression, and responsible living. Though knowledge may be treated as ethically neutral, we believe that questions of value are vital and that the exploration of the moral and religious dimensions of human existence is basic to the love of wisdom. At the center of the educational endeavor are people. Affirming the incalculable worth of each individual, TCU seeks to be a caring community, encouraging close working relationships among all members of the University and challenging students, faculty and staff alike to high achievement. In such a setting, the enhancement of mental, physical and spiritual gifts contributes to the integration of the self and to the enrichment of the community and humankind.

TCU provides undergraduate and graduate instruction in a vital and inviting residential setting for learning and living. We intend to maintain and establish only undergraduate and graduate programs that are aimed toward excellence, the well-being of students and the wholeness of the University. We believe there must be a general compatibility among the values and daily practices of the University and its several units.

Among our many goals are the following:

- To conduct curricular and co-curricular activities designed to fulfill the mission, vision and values of the University.
- To foster undergraduate and graduate studies of excellent quality.
- To provide faculty and staff of high qualification and dedication.
- To expect and encourage excellent teaching and fruitful creativity and research.
- To preserve and contribute to knowledge by aiding in its organization, storage, retrieval, and dispersal; and to use appropriate technology to this end.
- To employ admission, advising, and retention policies that will enable qualified and dedicated students to enter and to pursue successfully their collegiate work.
- To provide a variety of support services that will enhance the educational experience of all students.
- To promote the development of mature individuals who
 - respect others
 - cherish a free and just society
 - are prepared to act as responsible, literate, informed citizens and lifelong learners
 - and are equipped for ongoing professional success.
- To support co-curricular as well as curricular opportunities for an informed understanding of religious tradition.
- To contribute to the quality of life, work and leisure of citizens in the surrounding metropolitan area through regular instructional programs, continuing education, cultural and intellectual events, research, and through participation of faculty and staff in civic, religious, and other affairs.
- To earn the growing support from those who share the conviction that strong, independent institutions of higher learning are necessary to the continuation of a free society.

The TCU Core Curriculum

The educational experience offered by Texas Christian University reflects its membership in the worldwide academy of learning. The intellectual traditions of the University, honed by the scholarship and creativity of successive generations of faculty, are founded upon a rational and reflective examination of humanity and its natural and social environments. The essential elements of these traditions are captured in the TCU Core Curriculum requirements.

The TCU Core Curriculum is designed to:

- embody the liberal arts ethos of Texas Christian University;
- Link curriculum requirements to TCU's Heritage, Mission, Vision and Values;
- facilitate a focus on educational competencies, learning outcomes, and assessment;
- show sensitivity to the special needs of students in different colleges and degree programs; and
- provide intellectual challenges and opportunities for students and faculty.

The liberal arts ethos of Texas Christian University is stated clearly in the Heritage, Philosophy and Goals section:

The University . . . regards as essential the advancement and communication of general knowledge which enables students to understand the past, to comprehend the natural and social order, to search for the good and the beautiful, and to integrate knowledge into significant wholes.

The TCU Core Curriculum has three components: Human Experiences and Endeavors (27 hours), Heritage, Mission, Vision, and Values (18 hours) and Essential Competencies (12 hours plus six hours writing emphasis). All courses in the TCU Core Curriculum may overlay with other requirements of the student's degree program. The overlay feature provides the flexibility for core requirements to be satisfied in a range between 39 and 63 hours.

For further information about the TCU Core Curriculum Requirements, please go to the following website:

<http://tcu.smartcaralogiq.com/current/Undergraduate-Catalog>. Click on "TCU Core Curriculum."

The TCU Core Curriculum Emendation and Course Information Policy may be found at the following website:

<http://www.core.tcu.edu/documents/EmendationPol6-23-05.pdf>.

ORGANIZATION OF THE UNIVERSITY

BOARD OF TRUSTEES:

Under its charter, first issued by the State of Texas in 1874, Texas Christian University is controlled by its Board of Trustees. The By-laws, as restated, provide that the Board may consist of not less than 24 nor more than 50 members, at least five of whom shall be members in good standing of the Christian Church (Disciples of Christ). Regular meetings are held in the fall and spring and others at the call of the chairman. The Board decides matters of basic policy, approves budgets, elects the Chancellor and Vice Chancellors and is the ultimate authority under the law.

Officers of the Board are the chairman, a vice chairman, a secretary, and a treasurer and such other officers as the Board deems necessary. An Executive Committee acts for the Board as authorized. Standing committees include Academic Affairs; Audit, Risk and Compliance; Buildings and Grounds; Development; Executive; Fiscal Affairs; Intercollegiate Athletics; Investment; Student Relations and Committee on Trusteeship.

The By-laws also provide for emeritus and honorary members of the Board.

ADMINISTRATION:

Chancellor. The Chancellor is the chief executive officer of the University. Elected to this position by the Board of Trustees, this officer is charged with the operation of the institution under and in accordance with policies established by the Board. More specifically, the Chancellor recommends policies and overall plans to the Board and assists in developing its decisions, makes reports and recommendations, receives recommendations and appoints or delegates appointments of faculty and other key personnel, represents the University in educational and other organizations, assists in fund raising and in representing the University to the public, and performs such other responsibilities as the Board may, from time to time, indicate.

The Chancellor's senior administrative team is called the Chancellor's Cabinet and is composed of the vice chancellors; Director of Intercollegiate Athletics; General Counsel; the Chief of Staff and Secretary of the Board of Trustees; Chief Investment Officer; Chief Technology Officer; Chief University Compliance Officer; Chief Inclusion Officer, Title IX Coordinator and Senior Advisor to the Chancellor; Chancellor's Intern; and Coordinator of Special Projects. The Director of Intercollegiate Athletics reports directly to the Chancellor on all major policy issues. The Chancellor also designates two staff members to serve as the University's Affirmative Action Officer and the deputy, both reporting to the Chancellor in this capacity. The Chancellor also appoints the University Sexual Harassment Officer.

Provost and Vice Chancellor for Academic Affairs.

The Provost and Vice Chancellor for Academic Affairs is the senior member of the Chancellor's Cabinet and acts for the Chancellor in his absence. The Provost convenes and chairs meetings of the Provost's Council and undertakes special assignments at the request of the Chancellor. This officer has primary responsibility for coordination of planning, policy, development, assessment and overall management of the division of academic affairs. This officer has primary responsibility for all academic divisions and programs including AddRan College of Liberal Arts, Bob Schieffer College of Communication, College of Education, College of Fine Arts, College of Science & Engineering, Harris College of Nursing & Health Sciences, John V. Roach Honors College, Neeley School of Business, School of Interdisciplinary Studies, TCU and UNTHSC School of Medicine, Mary Coats Burnett Library, Enrollment Management and TCU Core Curriculum.

Working with the Provost/Vice Chancellor is a Vice Provost and Associate Provosts. They have administrative oversight of various academic support units including: Academic Affairs Planning; Budgeting & Operations; Admissions; Center for Academic Services; Center for International Studies; William L. Adams Center for Writing; Extended Education; Institute of Behavioral Research; IdeaFactory; Intensive English Program; Institutional Research; Research and Graduate Studies; Sponsored Programs; Registrar; Scholarship & Financial Aid; and the William H. Koehler Center for Instruction, Innovation & Engagement. In addition, the Provost/Vice Chancellor chairs the University Council and meets regularly with the Executive Committee of the Faculty Senate.

Vice Chancellor for Finance and Administration. The Vice Chancellor for Finance and Administration has responsibility for accounting reporting, budget and financial planning, capital planning, contract administration, endowment and treasury management, facilities services, insurance, internal audit, mailing and post office services, oil and gas minerals asset management, risk management and safety, TCU Campus Store (bookstore operations), and University lands. The physical plant operations includes building maintenance and non-residence custodial services, capital design and construction, facilities planning, landscaping and grounds, and utility services.

The Assistant Vice Chancellor for Finance, the Interim Associate Vice Chancellor and Controller, the Associate Vice Chancellor for Facilities and Campus Planning, and the Chief Investment Officer report to this office.

Vice Chancellor for Human Resources. The Vice Chancellor for Human Resources is the Chief Human Resources Officer for the University and is responsible for leading the division charged with managing:

- Employee Benefits programs (insurance and other ancillary programs),
- Employee Compensation,
- Labor and Employment Law Compliance
- Employee Relations and Conflict Management,
- Talent including Recruitment and On/Offboarding Employees,
- Retirement and Post-Retirement Programs,
- Employee Leave,
- Successful Performance and Development Planning for Staff,
- Annual on-line Compliance Program,
- Employee Engagement, Professional and Organizational Development,
- Time worked (Frog Time) including timekeeping,
- Payroll including deductions and withholding, and
- Coordination of Employee Wellness programs.

Reporting to the Chancellor, the Vice Chancellor is a member of the Chancellor's Cabinet. The Vice Chancellor and the human resources leadership team work closely with the University's leadership to address the University's current and strategic human resources needs.

The Human Resources team actively works to ensure University community members fully understand the scope and value of their TCU experience. TCU offers generous benefits to all full-time (.75fte+) employees including health, dental and vision insurance plans; flexible spending accounts; basic and supplemental life insurance; several voluntary benefits for accident coverage; tuition assistance; and generous leave plans. In addition, the University offers complimentary and discounted opportunities at a variety of campus venues including Mary Coats Burnett Library, the University Recreation Center, and Fine Arts and TCU Athletic events. Human Resources hosts an annual Employee Benefits and Health Fair that includes a variety of health-screening programs and the annual flu shot clinic. Human Resources offers a comprehensive menu of training opportunities for individuals and departments. TCU Leader-Manager Cohort is a highly competitive annual comprehensive leadership development program for eligible employees (Faculty and Staff).

Contact 817-257-7790 or askhr@tcu.edu for detailed information related to any human resources program, service or concern. Human Resources information is also available: on our website www.hr.tcu.edu or through the TCU portal www.my.tcu.edu.

The provided within this document is accurate as of the date of this publication. However, TCU Policies are subject to modification at any time. The appropriate University Leadership (Policy Owner) is charged with interpretation of policies included in this handbook. In any instance where details of this document conflict with plan documents and/or legal requirements, the plan documents or legal requirements will prevail. No part of this document is meant to alter the at-will employment relationship.

Vice Chancellor for Marketing and Communication.

This officer reports to the Chancellor and sits on the Chancellor's cabinet as the chief marketing and communication strategist. This officer is responsible for:

- Overseeing the development of integrated, strategic marketing and communication plans and activities for the university that serve to advance the institution in its entirety, build the institution's reputation, brand and visibility, recruit students and build connections with donors;
- Advancing the TCU brand among internal and external audiences;
- Handling crises and other sensitive issues by developing key messages as well as emergency strategies in conjunction with other key administrators and staff;

This officer also supports the development of communication and marketing materials for student recruiting and fund raising; is responsible for coordinating various community and city-related projects; oversees internal communication; and works with the Chancellor's staff on marketing and communications-related matters. This officer has oversight of the offices of Strategic Communications Management, University Marketing, Graphic Design, Editorial Services, Community Projects, Website and Social Media Management, University Operators, Conference Services, Advancement Communication, Embed Coordinators in various schools and colleges and shares oversight of Admission Marketing. In addition, the office of Athletics External Operations works regularly with the Vice Chancellor for Marketing & Communication to ensure integration of institutional identity in athletics.

Vice Chancellor for Student Affairs. The Division of Student Affairs at TCU provides student programs and services that support student success and enhance the collegiate experience. TCU offers a rich learning environment, and through a variety of experiences, students engage in an intensive process of intellectual, personal, moral and social development. The division holds a special, but not exclusive, responsibility to assure that the co-curricular learning experiences of students are of high quality, are directed to the development of students, and meet both institutional and individual student needs.

The Division of Student Affairs provides services central to a quality student career, including residential services, health services, leadership and recreation services, career services, dining services, parking services and public safety.

The following units and departments comprise the Division of Student Affairs, which is under the leadership of the vice chancellor for student affairs:

- Campus Activities (Brown-Lupton University Union, Fraternity-Sorority Affairs, Student Government Association and Yearbook);
- Campus Life (Education Discipline, Brown-Lupton Health Center, Health Promotions, Alcohol & Drug

Education, Counseling, Crisis Response, Sexual Harassment, Code of Student Conduct, Student Handbook);

- Center for Community Involvement and Service-Learning (Community Partners, TCU Leaps, Volunteer Fairs, Involved Service Network, Alternative Spring Break);
- Health Services (Health Center, Counseling Center, Psychological Services, Health Education);
- Inclusiveness and Intercultural Services
- International Student Services
- Residential Services (Housing and Residence Life, Dining Services);
- Student Affairs Information Services (Identification Card Center, Card Access);
- Religious and Spiritual Life (Religious Groups and Communities, Spiritual Health and Wellness, Religious Literacy and Education, Worship, Prayer and Pastoral Care and Advocacy, Activism and Relief Work);
- Student Development Services (Transition Services, Academic Orientation, Frog Camp, TCU Leadership Center, Men and Women's Programs and Student Organizations, Parent Program);
- University Career Services (Job & Internship Search Assistance, Career Development Programs, Employment Preparation, Graduate School Application Process);
- University Recreation Center (Intramurals/Sports Clubs, Outdoor Programs, Fitness and Wellness, Aquatics); and
- Campus Police (Security, Crime Prevention and Parking).

Vice Chancellor for University Advancement.

This officer oversees advancement activities including all fund raising and alumni relations programs.

Working with trustees and other volunteer leaders, University Advancement implements programs designed to secure philanthropic support for TCU. Activities include those aimed at attracting the involvement and support of alumni, parents of current and former students, foundations, corporations, and other friends. *Clearance from this office must be obtained before any proposal is made to off-campus individuals and organizations (except federal and other governmental bodies) for philanthropic support of TCU programs, departments, or projects.*

University Advancement consists of five departments: 1) Development, 2) Athletic Development, 3) Donor Relations, 4) Alumni Relations, and 5) Advancement Operations. Following is a brief description of each of these departments.

Development – Within Development are seven units responsible for the cultivation, solicitation and stewardship of donors.

1. Loyalty Giving is responsible for securing unrestricted gifts from various constituencies including alumni,

parents, faculty, staff and students through personal visits, telemarketing and direct mail.

2. School and College Development secures gifts from various constituencies to support the University's seven schools and colleges.
3. Regional Development focuses on building philanthropic support from Texas constituents and from other regions across the U.S.
4. Corporate and Foundation Relations focuses on gifts from this special segment of the donor population.
5. Gift Planning assists donors who wish to support the University with non-cash gifts or through deferred gifts such as trusts, annuities or bequests.
6. Parent Giving focuses on gifts from this special segment of the donor population.
7. Prospect Development – identifies and researches current and prospective donors to TCU.

Athletic Development raises funds for TCU athletic programs and facilities.

Donor Relations is responsible for the recognition and stewardship of TCU's donors.

Alumni Relations organizes and promotes activities to inform and involve alumni.

Advancement Operations defines and administers TCU's policies regarding gift processing, maintains gift and pledge data entry and reporting, and manages the division's technology support system.

Director of Intercollegiate Athletics. The Director of Intercollegiate Athletics is responsible for planning and directing the intercollegiate athletics programs for Texas Christian University; to ensure compliance with all rules and regulations associated with intercollegiate athletics from both internal and conference sources; to recruit, hire, and supervise exemplary staff; to prepare and successfully administer the departmental budget; to promote campus, community, and regional support for the athletic program; and to participate in development opportunities, as requested. The Director of Intercollegiate Athletics reports directly to the Chancellor and serves as a member of the Chancellor's Cabinet.

General Counsel. Added to the leadership team in 2018, the General Counsel reports directly to the Chancellor and serves as a member of the Chancellor's Cabinet. The General Counsel plays a critical role as a senior advisor for institutional issues and works in collaboration with essential functions of management, such as compliance, risk management, academic and student affairs, athletics and financial services. The General Counsel is looked to for legal advice and advocacy as well as judgment in pursuing the University's mission as a higher education professional and leader. The General Counsel also cultivates and manages relationships with outside law firms that have long served the University.

Chief Investment Officer.

The Chief Investment Officer (CIO) is responsible for investing the endowment or long term assets of the

University; acting as a liaison for assets held in trust by others in which the University has beneficial interests. In doing so, the CIO works with the Investment Committee of the Board of Trustees to develop the Investment Policy Statement (IPS) and asset allocation necessary to consistently achieve the payout objective, currently a real rate of return of 5% after costs. The CIO provides executive leadership and manages a staff of experienced investment and operational support professionals in implementing the investment strategy. The CIO and staff conduct due diligence and maintain a network of investment manager partners in the effort to achieve or exceed performance objectives. The position is responsible for developing and maintaining valuation systems and assists in the development and review of the University's Annual Financial Report. The CIO works closely with Development personnel to communicate endowment stewardship and elicit philanthropic support for the endowment. The CIO is a member of the Chancellor's Cabinet and reports to the Vice Chancellor for Finance and Administration.

Chief Technology Officer.

This officer is responsible for establishing the strategic direction of technology for the University, providing leadership, and managing the Information Technology unit, which is responsible for all technology for the University including administrative and academic software and systems, infrastructure and communication technologies, and technology related services. *Per the University's Computer Technology Acquisition policy, all computer technology must be purchased through this office.*

The Information Technology unit consists of seven departments:

Security – maintains the security of all TCU technology systems.

Support – provides technology support to faculty, staff and students.

Enterprise Applications – provides application development, maintenance and SaaS integrations.

Systems – administers desktop and server-based computing and data storage.

Telecommunications – administers cellular and local phone systems.

Infrastructure – maintains the physical data infrastructure and administers wired and wireless network systems.

Finance and Procurement – provides financial planning, budgeting and purchasing activities related to technology.

Chief University Inclusion Officer, Title IX Coordinator and Senior Advisor to the Chancellor.

Added in 2016, this position reports directly to the Chancellor and serves as a member of the Chancellor's Cabinet. This position is responsible for strategic directions, providing leadership and vision in all aspects of diversity, inclusion, and Title IX. In conjunction with the Office of Admission, Human Resources and the Provost's

Office, among others, work is done to expand efforts to recruit a diverse student body and to focus on policies and practice, as well as issues management.

Chief University Compliance Officer. The Chief University Compliance Officer oversees the compliance efforts of designated University compliance officers; coordinates collective activities of University compliance officers to maintain awareness, accountability, and an optimal compliance environment for the University. In collaboration with University compliance officers, this position serves as the principal contact for compliance activities including government investigations and queries, requests for consultations, and internal and external reporting; responds to alleged violations of compliance mandates by evaluating or recommending the initiation of investigative procedures; develops and oversees systems for handling alleged violations of rules, regulations, policies, and procedures pertaining to compliance; collaborates with University compliance officers and other departments to direct compliance issues to appropriate existing University channels or to legal counsel, if appropriate, for investigation and resolution; ensures proper reporting of violations or potential violations to duly authorized enforcement agencies as appropriate and/or required.

Chief of Staff and Secretary of the Board of Trustees.

The Chief of Staff, a member of the Chancellor's Cabinet, oversees operations of the Chancellor's office and staff, and facilitates resolution of issues for students, faculty and staff as well as external audiences. This position supervises the Minor House and Events Coordinator as well as multiple support staff.

Elected to serve the Board of Trustees as its Secretary, the Chief of Staff is the Chancellor's liaison with Board leadership as well as with trustees. This position oversees the production and review of all Board documents as well as coordination of meetings and retreats. As Secretary of the Board, this position implements components of the By-Laws of the Board of Trustees as well as annual reviews of the Trustee Expectations Commitment Form, Conflict of Interest and Code of Conduct processes.

Chancellor's Intern for Government Affairs.

The Intern reports to the Chancellor and is a member of the Chancellor's Cabinet. Responsibilities include:

1. To ensure TCU is prominent among the industry leaders helping to shape the policies and regulations that shape the future of higher education.
2. To establish TCU as a leader in higher education.
3. To influence private higher education issues and policy.
4. To assist, as appropriate, with providing opportunities for high-achieving TCU journalism, strategic communication, and political science students to take courses, have internships, and pursue career opportunities only available in the nation's capital.

5. To secure and enhance the Tuition Equalization Grant (TEG) and represent the interests of TCU on other policy and regulatory issues as they appear.

The Chancellor's Intern also works closely with the Chancellor's Scholars Program as well as other initiatives as assigned by the Chancellor.

Coordinator of Special Projects. The Chancellor's Coordinator of Special Projects is responsible for gaining exposure to TCU's business practices in a value-added experience by serving on the Chancellor's Cabinet, providing support at Board of Trustees meetings, and undertaking special projects as assigned by the Chancellor and/or his Chief of Staff. The Coordinator assists with research as needed; *Vision in Action*: Lead On initiatives; collaborates with faculty/staff on various campus efforts; and assists the Chief Inclusion Officer with Diversity, Inclusion and Equity initiatives.

ACADEMIC ORGANIZATION:

The Schools and Colleges. The ten major academic divisions are the basic units of the University's operation. With their special programs and advisory bodies, they are the responsibility of the Provost/Vice Chancellor for Academic Affairs.

The AddRan College of Liberal Arts, the Bob Schieffer College of Communication, the College of Education, the College of Fine Arts, Harris College of Nursing & Health Sciences, the Neeley School of Business, and the College of Science & Engineering offer work at both the graduate and undergraduate level. The School of Interdisciplinary Studies offers degrees at the undergraduate level and certificates at both the undergraduate and graduate level. The John V. Roach Honors College is a non-degree granting school and offers courses at the undergraduate level only. The TCU and UNTHSC School of Medicine offers programs leading to the M.D. degree. The School has received preliminary accreditation by the program-specific accreditor, the Liaison Committee on Medical Education (LCME).

The Academic Deans. Each school and college is headed by a dean who is administratively responsible for its operation. Among their many duties are the recommendation of faculty appointments, promotion and tenure, preparation of proposed budgets, supervision of curricula, use of facilities, student degree plans, and approval of staff travel.

School Directors and Departmental Chairs. Eight of the schools and colleges are organized along departmental lines. There are no department chairs in the College of Education or the Honors College. The chairs of these departments have administrative responsibility for planning and operations. They make recommendations to the appropriate dean on faculty, budget, travel, curriculum, and other matters. In addition, they assign faculty specific courses to be taught each term.

Director of TCU Core Curriculum. The great value that TCU places on the liberal arts and the University's unique Heritage, Mission, Vision and Core Values are partly captured in the University-wide TCU Core Curriculum requirements. The director of the TCU Core Curriculum provides leadership for strategic planning in the areas of program integrity, implementation, funding, and assessment of the TCU Core Curriculum.

Channels of Authority and Communication

All schools and colleges and their departments and divisions, all administrative and service offices and functions, have definite lines of authority and communication. These channels should be followed, with matters submitted first to the department or division head, then to the dean or appropriate administrative officer. If necessary, certain items of major importance may then be passed on to the vice chancellor concerned, who may confer when necessary with the Chancellor.

This general policy is designed to conserve the time and energy of all. However, this policy does not preclude quick and ready access to any of the top administrative officials in the case of major personal problems or other exceptional matters.

NON-DISCRIMINATION; AFFIRMATIVE ACTION; COMPLIANCE; DISCRIMINATION AND HARASSMENT INFORMATION

Notice of Non-Discrimination and Contact Information for Title IX Coordinator. TCU is committed to providing a positive learning and working environment free from discrimination and harassment. TCU prohibits discrimination and harassment on the basis of age, race, color, religion, sex (including sexual harassment and sexual violence), sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, and any other basis protected by law, in the University's programs and activities as required by Title IX, Title VII, The Age Discrimination Act of 1975, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, and other applicable laws and regulations.

Inquiries about TCU's policies and compliance with Title IX and nondiscrimination policies or inquiries on how to file a complaint of discrimination should be directed to:

Dr. Darron Turner
Chief Inclusion Officer & Title IX Coordinator
TCU Box 297090
Jarvis Hall 228
Fort Worth, TX 76129
817-257-8228
d.turner@tcu.edu

Inquiries about TCU's policies and compliance with Title VII, The Age Discrimination Act of 1975, or other

aspects of TCU's equal opportunity or affirmative action programs should be directed to:

Ms. Yohna Chambers
Vice Chancellor for Human Resources
TCU Box 298200
2701 W. Berry St.
Fort Worth, TX 76129
817-257-5103
y.chambers@tcu.edu

Individuals seeking an accommodation for a documented disability or those with inquiries or complaints regarding campus accessibility or the accessibility of the TCU website, as required by the Americans with Disabilities Act, Section 504 of the Rehabilitation Act and related regulations and statutes should be directed to:

Ms. Laurel Cunningham
Student Disabilities Services
TCU Box 297710
Sadler Hall 1010

Fort Worth, TX 76129
817-257-6567
laurel.cunningham@tcu.edu

Affirmative Action/Equal Employment Opportunity Office. According to Policy 1.001, Affirmative Action and Equal Employment Opportunity, TCU recruits, hires and promotes qualified persons in all job classifications without regard to age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, or any other basis protected by law.

TCU's Affirmative Action/Equal Employment Opportunity Officer is Yohna J. Chambers, Vice Chancellor for Human Resources.

**COMPLIANCE OFFICERS
ACADEMIC YEAR: 2019-20
TEXAS CHRISTIAN UNIVERSITY**

| | | |
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| Chief University Compliance Officer Higher Education Act Regulations | Ms. Andrea Nordmann | TCU Box 297080 Sadler Hall, Room 4002 817/257-5520 a.nordmann@tcu.edu |
| Chief Inclusion Officer and Title IX Coordinator; Deputy Affirmative Action/Equal Employment Opportunity Officer | Dr. Darron Turner | TCU Box 297090 Jarvis Hall 228 817/257-5557 d.turner@tcu.edu |
| University Ethics Officer; Affirmative Action/Equal Employment Opportunity Officer; Human Resources | Ms. Yohna Chambers | TCU Box 298200 Human Resources 2701 W. Berry St. 817/257-6222 y.chambers@tcu.edu |
| Director of Insurance and Risk Management | Mr. Paul Fox | TCU Box 297110 3015 Merida Avenue, Suite #116 817/257-7778 p.fox@tcu.edu |
| Conflict Resolution Facilitator; Employee ADA Concerns; Deputy Title IX Officer | Ms. Kristen Taylor | TCU Box 298200 Human Resources 2701 W. Berry St. 817/257-4161 kristen.taylor@tcu.edu or resolve@tcu.edu |
| Student ADA Concerns | Ms. Laurel Cunningham | TCU Box 297710 Sadler Hall, Room 1010 817/257-6567 laurel.cunningham@tcu.edu |
| Sr. Associate Athletics Director for Student Services | Ms. Gretchen Bouton | TCU Box 297620 John Justin Athletic Complex 817/257-6899 g.bouton@tcu.edu |

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| University Sexual Harassment Officer; Deputy Title IX Officer | Ms. Andrea Vircks | TCU Box 297090 Jarvis Hall 208 817/257-4969 a.vircks@tcu.edu |
| University Immigration Officer for Student Affairs | Mr. John Singleton | TCU Box 297003 Jarvis Hall, Room 210 817/257-7292 j.singleton@tcu.edu |
| University Immigration Officer for Academic Affairs (Faculty and Researchers) | Ms. Susan Griffin Woods | TCU Box 297040 Sadler Hall, Room 3102 817-257-4690 s.g.campbell@tcu.edu |
| Information Security Officer | Mr. Aaron Muñoz | TCU Box 298820 Sid W Richardson Bldg., Room 185 817/257-6851 a.v.munoz@tcu.edu |
| Research Integrity Officer; Associate Provost for Research and Dean of Graduate Studies | Dr. Floyd Wormley | TCU Box 297024 Sadler Hall, Suite 3101 817/257-7485 floyd.wormley@tcu.edu |
| Crime Reporting; Clery Report | Mr. Steve McGee | TCU Box 298230 TCU Campus Police 3025 Lubbock 817/257-7932 s.mcgee@tcu.edu |
| Ethics & Compliance Hotline | | 1/877/888-0002 (anonymous if desired) |

TCU and UNTHSC SCHOOL OF MEDICINE

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| Assistant Dean for Diversity and Inclusion; Deputy Title IX Officer | Dr. Lisa McBride | 3430 Camp Bowie Blvd. IREB 401 817/735-7951 lisa.mcbride@tcu.edu |
| Employee ADA Concerns | Ms. Kristen Taylor | TCU Box 298200 Human Resources 2701 W. Berry St. 817/257-4161 kristen.taylor@tcu.edu or resolve@tcu.edu |
| Student ADA Concerns | Ms. Laurel Cunningham | TCU Box 297710 Sadler Hall, Room 1010 817/257-6567 laurel.cunningham@tcu.edu |
| Ethics & Compliance Hotline | | 1/877/888-0002 (anonymous if desired) |

BRITE DIVINITY SCHOOL

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| Affirmative Action/Equal Employment Opportunity Officer; Title IX Officer; Sexual Harassment Officer | Dr. Michael Miller | TCU Box 298130 Harrison Building, Administrative Suite 817-257- 7577 j.marshall@tcu.edu |
| Director of Insurance and Risk Management | Mr. Paul Fox | TCU Box 297110 3015 Merida Avenue, Suite #116 817/257-7778 p.fox@tcu.edu |

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| Conflict Resolution Facilitator; Employee ADA Concerns | Ms. Kristen Taylor | TCU Box 298200 Human Resources 2701 W. Berry St. 817/257-4161 kristen.taylor@tcu.edu or resolve@tcu.edu |
| Student ADA Concerns | Ms. Laurel Cunningham | TCU Box 297710 Sadler Hall, Room 1010 817/257-6567 laurel.cunningham@tcu.edu |
| Ethics & Compliance Hotline | | 1/877/888-0002 (anonymous if desired) |

Prohibited Discrimination, Harassment, and Related Conduct Policy (Policy #1.005)

I. Policy Statement

Texas Christian University (TCU) is committed to providing a positive learning, living and working environment free from discrimination and harassment. In support of this commitment, TCU prohibits a range of behaviors, including unlawful discrimination and harassment based on age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, predisposing genetic information, covered veteran status, and any other basis protected by law, except as permitted by law. TCU also prohibits unlawful sexual and gender-based harassment and violence, sexual assault, intimate partner violence, and stalking (collectively referred to herein as “Prohibited Conduct”).

TCU also prohibits retaliation against an individual for making a good faith report under this policy, for participating in proceedings under this policy, or for opposing in a reasonable manner conduct believed to be prohibited by this policy. Any person who may have been subject to discrimination, harassment or Prohibited Conduct should feel comfortable reporting their concerns without fear of retaliation. TCU will take strong responsive action to threats or acts of retaliation.

Discrimination, harassment, Prohibited Conduct, and retaliation are incompatible with TCU’s mission to educate individuals to think and act as ethical leaders and responsible citizens in the global community, and can threaten the educational experience, careers and well-being of members of the TCU community, including employees, students, and visitors. Such behavior will be addressed consistent with this policy. Reported violations of this policy may be pursued using the grievance procedures outlined in Sections VII, VIII, IX and X of this policy. Any student or employee who engages in conduct prohibited by this policy may be subject to disciplinary action and sanctions up to and including termination or expulsion from TCU. TCU will take steps to prevent the recurrence of any harassment and to correct its discriminatory effects on a complainant and, if applicable, the TCU community.

TCU complies with Title IX of the Education Amendments of 1972 (Title IX), which prohibits

discrimination on the basis of sex in the University’s programs and activities and retaliation; the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), as amended by the Violence Against Women Reauthorization Act of 2013 (VAWA); Title VII of the Civil Rights Act of 1964 (Title VII); Chapter 21 of the Texas Labor Code; the Age Discrimination Act of 1975, the Age Discrimination in Employment Act, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973 (Section 504), and other applicable laws.

Scope and Applicability

a. Individuals Covered by this Policy

This policy applies to the following members of the TCU community: students (as defined in the Code of Student Conduct); employees, including faculty, staff, and administrators; trustees; third-party consultants, vendors and contractors when they are doing business with TCU; individuals who perform services for TCU as volunteers; and visitors, guests and other third parties under circumstances within TCU’s control.

b. Jurisdiction

This policy applies to conduct that takes place:

- on the campus or TCU premises;
- in the context of any TCU-related or sponsored education program or activity, regardless of location;
- through the use of TCU-owned or provided technology resources; or
- off-campus when the conduct is likely to have an adverse effect on TCU and/or the pursuit of its objectives, members of the TCU community, or is likely to create, continue or contribute to a hostile environment.

In determining if the conduct is likely to have an adverse effect, TCU may consider whether:

- the reported action constitutes a criminal offense as defined by law. This includes, but is not limited to, single or repeat violations of any local, state or federal law;
- it appears that the respondent may present a danger or threat to the health or safety of self or others;
- the conduct significantly impinges upon the rights, property or achievements of self or others or

significantly breaches the peace and/or causes social disorder; and/or

- the conduct is detrimental to the educational interests of TCU.

Bystander Engagement

The welfare of students in our community is of paramount importance. At times, students on and off campus may need assistance. TCU community members are encouraged to take reasonable and prudent actions to prevent or stop an act of Prohibited Conduct. Taking action may include direct intervention, calling TCU police or local law enforcement, or seeking assistance from a person in authority. Retaliation against TCU community members who choose to exercise this positive moral obligation is prohibited.

Reference to Related Policies and Resources

In addition to this policy, the conduct of students, employees and other TCU community members may be governed by other TCU policies, including but not limited to:

Code of Student Conduct
Conflict Resolution Policy for Faculty
Conflict Resolution Policy for Staff
Faculty/Staff Handbook
Policies and Procedures for Students with Disabilities
University Postings on Laws Prohibiting Discrimination
Student Handbook

Where conduct involves the potential violation of both this policy and another TCU policy, TCU may simultaneously investigate and resolve other potential misconduct under the procedures set forth in this policy, provided that doing so does not unduly delay a prompt or equitable resolution. Where there is a discrepancy between another applicable TCU policy and this policy, TCU has discretion as to what policy to follow but in all circumstances, intends to follow the law. Conduct which does not violate this policy may violate another TCU policy or standard and may lead to sanctions/corrective action or other remedies.

II. Responsibility

The Chief Inclusion Officer & Title IX Coordinator (“Coordinator”) oversees TCU’s centralized response to all reports of discrimination, harassment and other conduct that violates this policy. The Coordinator is also responsible for overseeing the administration of this policy. However, other TCU administrators have been designated by TCU to coordinate its efforts to comply with specific laws and regulations.

The Coordinator may address reported violations of this policy or delegate responsibilities under this policy to one of the Deputy Title IX Officers, another appropriate University administrator or appropriate external professionals or investigators. The Coordinator and/or Deputy Title IX Officers may also confer with one another or other University administrators or external professionals when deemed appropriate. A reference in this policy to the Coordinator may include a Deputy Title IX Officer or another appropriate designee.

Title IX

The Coordinator is the designated University official with primary responsibility for coordinating TCU’s efforts to comply with and carry out its responsibilities under Title IX and related provisions of the Clery Act (as amended by VAWA), including overseeing TCU’s response to Reports raising Title IX and VAWA issues. The Coordinator also coordinates with representatives from University departments including Human Resources, the TCU Police Department, and Student Affairs, as appropriate, for purposes of identifying and addressing patterns or systemic concerns revealed by such Reports.

As deemed appropriate, the Coordinator and designated staff may, among other steps:

- Communicate with members of the TCU community regarding applicable laws and regulations and TCU’s policy and provide information about how individuals may access reporting and support options.
- Review applicable TCU policies for institutional compliance with applicable federal and state laws.
- Monitor TCU’s administration of its own applicable policies, including record keeping, adherence to timeframes, and other procedural matters.
- Oversee and/or conduct training regarding Title IX and related provisions of the Clery Act (as amended by VAWA).
- Coordinate TCU’s response to any report raising Title IX or VAWA issues so that such reports are addressed by the appropriate TCU officials.
- Oversee the prompt and equitable investigation and resolution of such reports raising Title IX and VAWA issues.
- Assist the parties in receiving support services and facilitate appropriate interim remedial and protective measures during an investigation and/or resolution.

Inquiries about TCU’s policies and compliance with Title IX or Clery (as amended by VAWA) should be directed to the Coordinator or one of the Deputy Title IX Officers:

Dr. Darron Turner
Chief Inclusion Officer & Title IX Coordinator
TCU Box 297090
Jarvis Hall 228
Fort Worth, TX 76129
817/257-5566
d.turner@tcu.edu

The Deputy Title IX Officers are:

Ms. Glory Robinson
Associate Dean, Campus Life
Student Affairs
TCU Box 297010
Sadler Hall 2006
Fort Worth, TX 76129
817/257-7926
g.robinson@tcu.edu

Ms. Andrea Vircks
Title IX Deputy Officer
TCU Box 297090
Jarvis Hall 208
Fort Worth, TX 76129
817-257-4969
a.vircks@tcu.edu

Ms. Kristen Taylor
Director, Employee Relations
Human Resources
TCU Box 298200
3100 W. Berry St.
Fort Worth, TX 76129
817/257-4161
kristen.taylor@tcu.edu

Ms. Kim Johnson
Senior Associate Athletics Director
Senior Woman Administrator
TCU Athletics
TCU Box 297600
John Justin Athletic Complex
Fort Worth, Texas 76129
817/257-7950
k.n.johnson@tcu.edu

Additional information or inquiries regarding Title IX can also be directed to the U.S. Department of Education or U.S. Equal Employment Opportunity Commission office listed below.

U.S. Department of Education
Dallas Office
Office for Civil Rights
U.S. Department of Education
1999 Bryan Street, Suite 1620
Dallas, TX 75201-6810
Tele: 214-661-9600 or 800-421-3481
Fax: 214-661-9587; TDD: 800-877-8339
OCR.Dallas@ed.gov

U.S. Equal Employment Opportunity Commission
Dallas Office
207 S. Houston St., 3rd Floor
Dallas, TX 75202
Tele: 1-800-669-4000
Fax: 214-253-2720
TTY: 1-800-669-6820
www.eeoc.gov
[ADA and Section 504](#)

TCU complies with the ADA and Section 504 of the Rehabilitation Act of 1973 regarding students with disabilities. TCU will provide reasonable accommodation to a qualified individual with a disability, as defined by the ADA or other applicable law, who has made TCU aware of his or her disability and requested accommodation, provided that such accommodation does not cause an undue hardship on TCU.

The Director for the Center for Academic Services and the Director of Employee Relations are the persons designated by TCU to coordinate its efforts to comply with and carry out the responsibilities under Section 504 of the Rehabilitation Act. This is:

For students:
Student Disabilities Services
TCU Box 297710
Sadler Hall 1010
Fort Worth, TX 76129
817/257-6567
academic_services@tcu.edu

For employees:
Ms. Kristen Taylor
Director, Employee Relations
TCU Box 298200
2701 W. Berry St.
Fort Worth, TX 76129
817/257-4161
kristen.taylor@tcu.edu

A student or applicant for admission who desires to request an accommodation should contact the Student Disabilities Services Office (DS Office) and clearly make this request known. Eligible students seeking accommodations should contact the DS Office early in the academic term for which they are seeking accommodation. The DS Office is located in the Center for Academic Services, Sadler Hall Room 1010. The phone number is 817/257-6567. Students should also refer to TCU's Policy and Procedures for Students with Disabilities for additional information on seeking an accommodation.

An employee or applicant for employment who desires to request an accommodation should clearly make this request known to the Director of Employee Relations (or that person's designee). An employee who requests an accommodation should make such a request before job performance suffers and before work related conduct problems occur so TCU can take timely and appropriate action.

Making a request for an accommodation known to another employee of TCU not identified above will not fulfill the notification obligation for seeking an accommodation.

[Title VII, Equal Opportunity/Affirmative Action and Age Discrimination](#)

TCU is an equal opportunity employer and complies with federal and state laws concerning affirmative action and workplace equal opportunity, including those covering prohibited discrimination, harassment and retaliation. TCU recruits, hires, and promotes qualified persons in all job classifications without regard to age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, or any other legally protected characteristic. This policy applies to all employment decisions, including but not limited to,

decisions related to recruitment, hiring, promotion, compensation, benefits, transfers, university sponsored training and education, social and recreational programs, termination, and other terms and conditions of employment. The Vice Chancellor for Human Resources is the person designated by TCU to coordinate its efforts to comply with and carry out its responsibilities under Title VII, the Age Discrimination Act of 1975, and other Equal Opportunity and Affirmative Action regulations and laws. Inquiries about TCU's policies or compliance with these laws should be directed to:

Ms. Yohna Chambers
Vice Chancellor for Human Resources
TCU Box 298200
2701 W. Berry St.
817/257-6222
y.chambers@tcu.edu

III. Conduct Prohibited by this Policy

The following conduct, as defined in this section, is prohibited by this policy. These definitions will be used by the Coordinator and during TCU's internal grievance processes when evaluating whether this policy has been violated. In some instances, where conduct may constitute a criminal offense under Texas law, the Texas statutory definitions are provided in a footnote for educational and awareness purposes only.

***Discrimination:** The unlawful treatment of an individual based on the individual's age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, predisposing genetic information, covered veteran status, and any other basis protected by law that unreasonably interferes with or limits: or limits:

- A student's or applicant for admission's ability to participate in, access, or benefit from educational programs, services or activities (e.g., admission, academic standing, grades, assignment, campus housing);
- An employee's or applicant for employment's access to employment or conditions and benefits of employment (e.g., hiring, advancement, assignment);
- An authorized volunteer's ability to participate in a volunteer activity; or
- A guest's or visitor's ability to participate in, access, or benefit from TCU's programs.

Discrimination includes failing to provide reasonable accommodations, consistent with State and federal law, to qualified persons with disabilities.

***Harassment:** Unwelcome conduct based on an individual's age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, predisposing genetic information, covered veteran status, and any other basis protected by law, when (a) submitting to or enduring such conduct is made implicitly or explicitly a term or condition of a person's instruction, academic standing,

employment or participation in any TCU program, activity, or benefit, (b) submission to or rejection of such conduct is used, implicitly or explicitly, as the basis for decisions affecting an individual's education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a TCU program, activity or benefit, (c) in the employment context, such conduct unreasonably interferes with a person's work performance or creates an intimidating, hostile, or offensive work environment, or (d) in the education context, such conduct is sufficiently severe, persistent, or pervasive that the conduct interferes with the student's ability to participate in or benefit from educational programs or activities at TCU.

A hostile environment can be created by persistent or pervasive conduct or by a single or isolated incident, if sufficiently severe. The more severe the conduct, the less need there is to show a repetitive series of incidents to prove a hostile environment, particularly if the conduct is physical. A single incident of non-consensual sexual contact or intercourse, for example, may be sufficiently severe to constitute a hostile environment. In contrast, the perceived offensiveness of a single verbal or written expression, standing alone, is typically not sufficient to constitute a hostile environment.

***Sexual Harassment¹:** Unwelcome sex-based verbal or physical conduct when (a) submitting to or enduring such conduct is made implicitly or explicitly a term or condition of a person's instruction, academic standing, employment, or participation in any TCU program, activity, or benefit, (b) submission to or rejection of such conduct is used, implicitly or explicitly, as the basis for decisions affecting an individual's education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a TCU program, activity or benefit, (c) in the employment context, such conduct unreasonably interferes with a person's work performance or creates an intimidating, hostile, or offensive work environment, or (d) in the education context, such conduct is sufficiently severe, persistent, or pervasive that the conduct interferes with the student's ability to participate in or benefit from educational programs or activities at TCU .

***Gender-Based Harassment:** Unwelcome conduct based on gender, sexual orientation, gender identity, or gender expression, which may include acts of aggression, intimidation, or hostility, whether verbal or non-verbal, graphic, physical, or otherwise, even if the acts do not involve contact of a sexual nature, when (a) submitting to or enduring such conduct is made implicitly or explicitly a term or condition of a person's instruction, academic standing, employment, or participation in any TCU program, activity, or benefit, (b) submission to or rejection of such conduct is used, implicitly or explicitly, as the basis for decisions affecting an individual's education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or

¹ See [Texas Senate Bill 212](#) for the source of this definition.

participation in a TCU program, activity or benefit, (c) in the employment context, such conduct unreasonably interferes with a person's work performance or creates an intimidating, hostile, or offensive work environment, or (d) in the education context, such conduct is sufficiently severe, persistent, or pervasive that the conduct interferes with the student's ability to participate in or benefit from educational programs or activities at TCU.

Examples of conduct to be avoided include, but are not limited to, the following:

- Making one or more unwelcome verbal statements, slurs, epithets, suggestive or off-color jokes, or derogatory or degrading comments, based on a protected status as defined above;
- Repeated sexual advances or requests for sexual favors that are unwelcome;
- Sexual assault or attempt to commit such an assault, and unwelcome physical conduct such as unwanted touching, impeding or blocking another person's movements, brushing against, leering at, or making sexual gestures to another person;
- Implying or threatening that submission to sexual advances or conduct prohibited by this policy is a condition of employment, work status, salary increase or decrease, promotion, academic admission, grades, advancement, recommendations, or participation in a program or activity;
- Threatening or engaging in reprisals or retaliation after such an overture is rejected;
- Displaying unwelcome sexually suggestive writings, pictures, magazines, cartoons, Internet material or objections; obscene letters, notes or invitations transmitted by electronic means or otherwise;
- Display or circulation of material that denigrates or shows hostility or aversion toward an individual or group based on a legally protected characteristic.

In addition, it is important to understand that, depending on the circumstances, Harassment:

- May be blatant and intentional and involve an overt action, a threat or reprisal, or may be subtle and indirect, with a coercive aspect that is unstated.
- Does NOT have to include intent to harm, be directed at a specific target, or involve repeated incidents.
- May be committed by anyone, regardless of gender, age, position, or authority. While there is often a power differential between two persons, perhaps due to differences in age, social, educational, or employment relationships, this is not required for harassment to occur.
- May be committed by a stranger, an acquaintance, or someone with whom the complainant has an

intimate or sexual relationship.

- May be committed by or against an individual or may be a result of the actions of an organization or group.
- May occur in the classroom, in the workplace, in residential settings, or in another University-related context.
- May be a one-time event or may be part of a pattern of behavior.
- May be committed in the presence of others or when the parties are alone.
- May affect the complainant and/or third parties who witness or observe harassment.

***Sexual Assault:**² For purposes of this policy it means any sexual act directed against another person without his/her consent, including instances where he/she is incapable of giving consent. For purposes of this policy, **Sexual Assault** includes **Non-Consensual Sexual Contact, Non-Consensual Sexual Intercourse, Incest** and **Statutory Rape** as those terms are defined herein.

***Non-Consensual Sexual Contact:**³ For purposes of this policy, it is the touching of another person's breasts, buttocks, groin, genital, or other intimate parts for the purpose of sexual gratification without consent. Touching may be over or under clothing and may include the respondent touching the complainant, the respondent making the complainant touch the respondent or another person, or the respondent making the complainant touch the complainant's own body. As defined below, consent cannot be obtained through force, threat of force, or by taking advantage of another person's incapacitation.

***Non-Consensual Sexual Intercourse:**⁴ For purposes of this policy, it is the penetration, no matter how slight, of the vagina or anus, with any body part or object, or the oral penetration by a sex organ of another person, without consent. This includes: vaginal or anal penetration by a penis, tongue, finger or object, or oral copulation (mouth to genital contact).

***Incest:**⁵ Sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.

***Statutory Rape:**⁶ Sexual intercourse with a person who is under the statutory age of consent.

***Sexual Exploitation:** Purposely or knowingly doing any of the following:

- Observing and/or watching other(s) engaged in intimate behaviors including, but not limited to, undressing, sexual activity, using the bathroom, bathing, or other actions usually considered to be of a private nature, without the other person's knowledge or consent (often referred to as voyeurism);
- Recording, photographing, transmitting, showing,

²See [34 CFR 668.46\(a\)](#) for the source of this definition. For the definition of sexual assault under the Texas Penal Code, see [Texas Penal Code, §22.011\(a\)](#).

³ See [34 CFR 668.46\(a\)](#) for the source of this definition.

⁴ See [34 CFR 668.46\(a\)](#) for the source of this definition.

⁵ See [34 CFR 668.46\(a\)](#) for the source of this definition.

⁶ See [34 CFR 668.46\(a\)](#) for the source of this definition.

viewing, streaming, or distributing pictures, video or audio of another person in a sexual act, or in any other intimate/private activity without the knowledge and consent of all persons involved in the activity;

- Exceeding the boundaries of consent (such as allowing another person to hide in a closet and observe sexual activity, or disseminating sexual pictures without the photographed person's consent);
- Engaging in sexual activity with another person while knowingly infected with human immunodeficiency virus (HIV), a sexually transmitted disease (STD) or infection (STI) without informing the other person of the infection;
- Administering alcohol or drugs (such as "date rape" drugs) to another person without their knowledge or consent; or
- Exposing one's genitals in non-consensual circumstances.

***Intimate Partner Violence (IPV):** For purposes of this policy includes both **Dating Violence** and **Domestic Violence**.

***Dating Violence:**⁷ For purposes of this policy, it is violence, including but not limited to sexual or physical abuse or threat of such abuse, which occurs between individuals who are or has been in a social relationship of a romantic or intimate nature. In determining the existence of such a relationship, consideration will be given to the length and the type of relationship and the frequency of interaction between the persons involved in the relationship. Dating violence does not include acts covered under the definition of domestic violence.

***Domestic Violence:**⁸ For purposes of this policy, it is a felony or misdemeanor crime of violence committed:

- by a person against his/her current or former spouse or intimate partner;
- by one person against another person when the two individuals share a child in common;
- by one person against another person with whom he/she is or has cohabitated with as a spouse or intimate partner;
- by a person, similarly situated to a spouse of the person against whom the violence was directed, under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred;
- by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.

***Bullying:** Any verbal, nonverbal, graphic, and/or physical behavior that intimidates and/or intentionally hurts, controls and/or diminishes another person physically, emotionally and/or mentally on the basis of their membership in a category protected above. This may include behavior occurring in person and/or via electronic communication.

***Stalking:**⁹ For purposes of this policy, it is engaging in a course of conduct directed at a specific person which would cause a reasonable person (under similar circumstances and with similar identities to the complainant) to (1) fear for his or her safety or the safety of others or (2) suffer significant mental suffering or anguish that may, but does not necessarily require medical or other professional treatment or counseling. For purposes of this definition, a "course of conduct" means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person's property. Examples can include, but are not limited to, threats of harm to self, others, or property; pursuing or following a person; non-consensual (unwanted) communication by any means; sending unwanted gifts; trespassing; and surveillance or other related types of observation. Stalking also includes cyber-stalking through electronic media, like the internet, social networks, blogs, cell phones, or text messages.

***Retaliation:** Action taken against any person because he/she opposed or made a good faith internal or external report or complaint of conduct of the type prohibited by this policy or because he/she has testified, assisted or participated in an investigation of conduct of the type prohibited by this policy or in related proceedings. Retaliation can take many forms, including, but not limited to, adverse action or violence, threats, acts of intimidation, other acts of harassment or discrimination that would discourage a reasonable person (under similar circumstances and with similar identities to the complainant) from engaging in a protected activity.

***Complicity:** Any act that knowingly aids, facilitates, promotes, or encourages another person to engage in conduct that violates this policy.

Understanding Consent and Incapacitation

***Consent:**¹⁰ Consent to sexual activity is defined as knowing, active, and voluntary permission between the participants, clearly expressed by words or by actions, to engage in mutually agreed upon sexual activity. Consent cannot be compelled by force, threat of force, coercion, or

⁷ See [34 CFR 668.46\(a\)](#) for the source of definition. For the definition of dating violence under the Texas Family Code, see [Texas Family Code, §71.0021](#).

⁸ See [34 CFR 668.46\(a\)](#) for the source of this definition. Texas statutes do not define domestic violence. For the definition of family violence under the Texas Family Code, see [Texas Family Code, §71.004](#).

⁹ See [34 CFR 668.46\(a\)](#) for definition of stalking. For the definition of stalking under the Texas Penal Code, see [Texas Penal Code, §42.072](#).

¹⁰ When assessing whether a criminal offense of sexual assault has been committed, see [Texas Penal Code §22.011](#) for information on consent.

intimidation. Consent cannot be gained by taking advantage of another person's incapacitation, as defined herein. Consent given under such circumstances does not constitute willing and voluntary agreement.

In addition:

- Consent to one sexual act does not constitute consent to others.
- Prior consent to a given act does not constitute present or future consent.
- The existence of a prior or current relationship does not, in itself, constitute consent; even in the context of a relationship, there must be mutual consent.
- Consent must be ongoing throughout a sexual encounter and can be revoked, modified, or withdrawn at any time. Sexual contact must cease immediately once consent is withdrawn.
- Consent to an act with one person does not constitute consent to an act with any other person.
- Consent cannot be inferred from silence, passivity, or lack of resistance and relying on nonverbal communication alone may result in a violation of this policy.
- Consent cannot be given if it is coerced by supervisory or disciplinary authority.
- Under Texas law, consent cannot be given by a person younger than 17 years of age to sexual penetration or contact by an adult (18 years of age or older) who is three or more years older.

In evaluating whether consent has been freely sought and given, consideration will be given to the presence of any force, threat of force, intimidation or coercion; whether the complainant had the capacity to give consent; whether the respondent or a sober reasonable person in the same position as the respondent knew or should have known that the complainant was incapacitated; and, whether the communication (through words and/or actions) between the parties would be interpreted by a reasonable person (under similar circumstances and with similar identities) as willingness to engage in a particular sexual act.

***Incapacitation:** The inability, temporarily or permanently, to give consent because the individual is mentally and/or physically helpless, either voluntarily or involuntarily, or the individual is unconscious, asleep, or otherwise unaware that the sexual activity is occurring. A person is mentally incapacitated when that person lacks the ability to make informed decisions about whether or not to engage in sexual activity. A person may be incapacitated as a result of the consumption of alcohol and/or other drugs, or due to a temporary or permanent physical or mental health condition.

When alcohol or other drug use is involved, incapacitation is a state beyond intoxication, impairment, or being under the influence. Alcohol and other drugs impact each individual differently, and determining whether an individual is incapacitated requires an individualized determination. TCU does not expect community members to be medical experts in assessing incapacitation. A person's level of intoxication is not

always demonstrated by objective signs, but individuals should look for the common and obvious warning signs that show that a person may be incapacitated or approaching incapacitation. Although every individual may manifest the impacts of alcohol or other drugs differently, typical signs include slurred or incomprehensible speech, unsteady gait, combativeness, emotional volatility, vomiting, or incontinence.

An individual's level of intoxication may change over a period of time based on a variety of subjective factors, including the amount of substance intake, speed of intake, body mass, and metabolism. It is especially important, therefore, that anyone engaging in sexual activity be aware of their own level of intoxication and capacity to consent as well as the other person's level of intoxication and capacity to consent. The use of alcohol or other drugs can lower inhibitions, impair perceptions and create an atmosphere of confusion about whether consent is effectively sought and freely given. If there is any doubt as to the level or extent of one's own or the other individual's intoxication or incapacitation, the safest course of action is to forgo or cease any sexual contact.

When evaluating consent in cases of reported incapacitation, the following will be considered: (1) Did the respondent know that the complainant was incapacitated? And if not, (2) Should a sober, reasonable person in a similar set of circumstances as the respondent have known that the complainant was incapacitated? If the answer to either of these questions is "yes," there was no consent; and the conduct is likely a violation of this policy.

A respondent's voluntary intoxication is never an excuse for or a defense to Prohibited Conduct, and it does not diminish the responsibility to determine that the other person has given consent.

IV. Confidentiality, Privacy and Employee Reporting Responsibilities

Issues of confidentiality and privacy play important roles in this policy. While they are closely related, the concepts of confidentiality and privacy are distinct terms that are defined below.

Confidentiality

Confidentiality refers to the protections provided under Texas state law to communications occurring in the context of a legally-protected or privileged relationship. Information disclosed to a Confidential Resource (defined below) is generally confidential under Texas law when the communication takes place within the scope of the provision of professional services, meaning the Confidential Resource generally should not disclose the information (including information about whether an individual has received services) to any third party without the individual's written permission, unless ethical or legal obligations compel disclosure. For example, information may be disclosed by a Confidential Resource when the individual gives written consent for its disclosure, there is an imminent concern that the individual will likely cause serious physical harm to self or others, the information

concerns suspected abuse or neglect of a minor, or when compelled by court order or subpoena.

Generally, a person's medical and counseling records are privileged and confidential documents. Medical and related records may be protected by the Health Insurance Portability and Accountability Act (HIPAA), The Texas Medical Records Privacy Act, Title 2, Chapter 181 of the Texas Health & Safety Code, Title 7, Chapter 611 of the Texas Health & Safety Code, and other applicable laws, excepting health records covered by FERPA or excluded or excepted from protection under an applicable law.

Privacy

Privacy refers to the discretion that will be exercised by TCU in the course of any investigation or disciplinary processes under this policy. Generally, sharing of information related to a complaint or report under this policy will be limited to those individuals who need the information to assist in the assessment, investigation, and resolution of the report or complaint and related issues. This may include, but is not limited to: Title IX Office, TCU Compliance Officers, Division of Student Affairs, Human Resources, TCU Police, and the Threat Assessment Team.

TCU will endeavor to keep the identity of a complainant and information learned in the investigation private, to the extent required by law. TCU will make reasonable efforts to investigate and address reports or complaints made under this policy, and information may be disclosed to participants in an investigation as necessary to facilitate the thoroughness and integrity of the investigation. In all such proceedings, TCU will take into consideration the privacy of the parties to the extent reasonably possible, but cannot guarantee anonymity for a complainant where it would conflict with its obligation to investigate meaningfully, take corrective action, comply with the intent of this policy, or fulfill its legal obligations.

The privacy of student education records will be protected in accordance with the Family Educational Rights and Privacy Act (FERPA).

Employee Reporting Responsibilities: Mandatory Reporters and Confidential Resources

TCU community members should be aware that designated University employees have certain responsibilities to report information about sexual and gender-based harassment and discrimination and other forms of prohibited conduct that relate to sexual and gender-based violence, including sexual assault, sexual exploitation, intimate partner violence, stalking and retaliation, to the Coordinator.

In this policy, TCU employees who are required to report this information to the Coordinator are called Mandatory Reporters. Employees who are generally not required to disclose legally-privileged communications are called Confidential Resources.

Mandatory Reporters

All TCU employees, except Confidential Resources, are considered Mandatory Reporters for purposes of their

obligations to report, to the Coordinator, conduct that raises Title IX and/or VAWA issues.

a. Obligations to report conduct raising Title IX or VAWA issues

Mandatory Reporters are required to immediately report to the Coordinator information about conduct that raises Title IX and/or VAWA issues, including any reports, complaints or allegations of sexual harassment, discrimination and those forms of prohibited conduct that relate to non-consensual sexual intercourse or contact, sexual exploitation, intimate partner violence, stalking and retaliation involving any member of the TCU community, except as otherwise provided below.

Mandatory Reporters may receive this information in a number of ways. For example, a complainant may report the information directly to a Mandatory Reporter, a witness or third-party may provide information to a Mandatory Reporter, or a Mandatory Reporter may personally witness such conduct. A Mandatory Reporter's obligation to report such information to the Coordinator does not depend on how he/she received the information.

Mandatory Reporters who witness or receive information regarding the occurrence of an incident of sexual harassment, sexual assault, dating violence, or stalking alleged to have been committed by or against a person who is/was a student enrolled at or an employee of the institution at the time of the incident shall promptly report the incident to the Coordinator, including the identities of the parties, whether an alleged complainant has expressed a desire for confidentiality or anonymity in the reporting incident, the date, time and location, and any other details. Failure of a Mandatory Reporter to provide such information to the Coordinator in a timely manner will subject the employee to termination of employment and the employee could be charged with a crime¹¹.

Mandatory Reporters cannot promise to refrain from forwarding the information to the Coordinator if it raises Title IX or VAWA issues or withhold information about such conduct from the Coordinator. Mandatory Reporters may provide support and assistance to a complainant, witness, or respondent, but they should not conduct any investigation or notify the respondent unless requested to do so by the Coordinator.

Mandatory Reporters cannot promise to refrain from forwarding the information to the Coordinator if it raises Title IX or VAWA issues or withhold information about such conduct from the Coordinator. Mandatory Reporters may provide support and assistance to a complainant, witness, or respondent, but they should not conduct any investigation or notify the respondent unless requested to do so by the Coordinator.

Mandatory Reporters are not required to report information disclosed (1) at public awareness events (e.g., "Take Back the Night," candlelight vigils, protests, "survivor speak-outs," or other public forums in which

¹¹ See [Texas Senate Bill 212](#) for information on reporting

requirements.

students may disclose such information (collectively, public awareness events); or (2) during an individual's participation as a subject in an Institutional Review Board-approved human subjects research protocol (IRB Research). TCU may provide information about Title IX rights and available resources and support at public awareness events, however, and Institutional Review Boards may, in appropriate cases, require researchers to provide such information to all subjects of IRB Research.

b. Obligations to report other forms of discrimination and harassment

TCU employees are not considered Mandatory Reporters for purposes of reporting other forms of harassment and discrimination prohibited by this policy. In other words, in general, TCU employees are not required to report information to the Coordinator about other forms of discrimination or harassment except those raising Title IX and/or VAWA issues described above. However, a supervisor who learns of an allegation of conduct which would violate this policy, or who personally observes or hears of such conduct, should promptly report this information to the Coordinator so that appropriate action can be taken.

Confidential Resources

Students who want information about an incident to remain confidential may wish to speak to a Confidential Resource. The following employees are Confidential Resources when they receive information from students in the context of providing professional services:

- licensed mental health-care professionals at the Counseling Center
- licensed medical professionals at the Health Center
- the Title IX certified confidential advocates for survivors of sexual assault (also referenced herein as Campus Advocate), and
- ordained clergy members, including ordained University Chaplains in TCU's Office of Religious and Spiritual Life.

Additionally, TCU student-athletes may wish to speak to one of the licensed physicians on TCU's Sports Medicine Staff, who are also Confidential Resources when they receive information in the context of providing professional services. Athletic trainers, even if licensed, are not considered a Confidential Resource.

Confidential Resources will not disclose personally identifying information communicated to them by a student without the student's permission or except as set forth in the Confidentiality section above. When individuals who otherwise may be Confidential Resources receive information outside of the provision of professional services concerning allegations of policy violations involving any member of the TCU community, the Confidential Resource is required to share that information with the Coordinator. Additionally, a Confidential Resource should (and in some instances may be required to) report non-personally identifying information about Clery-reportable crimes to the TCU Police Department for purposes of the anonymous

statistical reporting under the Clery Act as described below.

Because employees do not receive professional services from these Confidential Resources, information shared by an employee to these individuals would likely not be confidential.

Clery Act Reporting

Pursuant to the Clery Act, TCU includes statistics about certain offenses in its annual security report and provides those statistics to the United States Department of Education in a manner that does not include any personally identifying information about individuals involved in an incident. The Clery Act also requires TCU to issue timely warnings to the TCU community when certain crimes have been reported and may continue to pose a serious or continuing threat to campus safety. Consistent with the Clery Act, TCU withholds the names and other personally identifying information of complainants when issuing timely warnings to the TCU community.

V. Resources and Reporting Options

Overview

A complainant or witness may choose to:

- Report incidents of suspected criminal conduct to TCU Police or the appropriate law enforcement agency.
- Report conduct which may violate this policy to the Coordinator or another TCU employee.
- Seek assistance from a Confidential Resource. ***Note that a request for assistance from a Confidential Resource does not constitute a report to TCU.***

Some behaviors prohibited by this policy may violate federal and/or state laws, and some may involve criminal conduct. Reports of suspected criminal conduct should be made to law enforcement. In some circumstances, conduct may violate this policy although it does not violate the law. A person may choose to use external processes to resolve their complaints, including contacting law enforcement or other agencies, instead of, or in addition to, pursuing a remedy under TCU's internal grievance process. An individual may pursue some or all of these steps at the same time as applicable (e.g., one may simultaneously pursue a Title IX report and file a criminal complaint).

TCU's Title IX processes and law enforcement investigations operate independently of one another, although the Coordinator may communicate with the TCU Police or other law enforcement agencies when appropriate.

TCU recognizes that deciding among these options can be difficult and is an intensely personal decision. Complainants and witnesses are encouraged to seek assistance from a Confidential Resource and to explore all potential reporting and support options.

Seeking Emergency Medical or Law Enforcement Assistance

Emergency medical assistance and campus safety/law enforcement assistance are available both on and off campus. Individuals are encouraged to contact law enforcement and seek medical treatment as soon as

possible following an incident that may pose a threat to their safety or physical well-being or following a potential criminal offense.

A complainant may seek emergency medical assistance, including a forensic sexual assault examination to document and preserve any potential evidence. Individuals are encouraged to seek prompt medical attention following an incident of sexual assault or intimate partner violence. As noted above, information received by a medical professional in the context of rendering professional services is generally confidential.

For immediate assistance, anyone who feels physically threatened or who has been a victim of a physical or sexual assault, including intimate partner violence, non-consensual sexual intercourse or contact, or stalking, should call 911. TCU Police can also be reached at 817/257-7777, 24 hours a day, seven (7) days per week. TCU Police can also assist in contacting the Fort Worth Police Department.

Reporting to Law Enforcement

Except in cases involving suspected child abuse or neglect, which must be reported, a complainant has the right to report, or decline to report, potential criminal conduct to law enforcement, and TCU will assist a complainant in contacting law enforcement at any time upon request. Under limited circumstances posing a threat to the health or safety of any TCU community member, TCU may independently notify law enforcement.

Reporting to TCU

Any student, employee, applicant, or other member of TCU's community who believes they or another student, employee, applicant or other member of TCU's community has been subject to conduct which violates this policy should immediately make a report/complaint to the Coordinator or to a Deputy Title IX Officer identified below. Making a report/complaint to another person or another TCU employee other than the Title IX Coordinator or one of the Deputy Title IX Officers may cause TCU to delay its actions or limit its ability to remedy conduct which violates this policy. For purposes of this policy and the procedures related to TCU's internal grievance processes, a "Report" is a report or complaint made to the Coordinator of conduct prohibited by this policy.

There are several ways to report conduct which violates this policy:

- Leave a private message for the Coordinator at 817/257-5566.
- File a written Report with the Coordinator.
- Contact the Coordinator or a Deputy Title IX Officer by email at d.turner@tcu.edu or titleix@tcu.edu.
- Make an appointment to see the Coordinator or one of the Deputy Title IX Officers.
- Contact the Title IX office at 817/257-8228
- File an anonymous report online at www.titleix.tcu.edu

The contact information for the Chief Inclusion Officer & Title IX Coordinator is:

Dr. Darron Turner
Chief Inclusion Officer & Title IX Officer
TCU Box 297090
Jarvis Hall 228
Fort Worth TX 76129
817/257-5566
d.turner@tcu.edu

The Deputy Title IX Officers are:

Ms. Andrea Vircks
Title IX Deputy Officer
TCU Box 297090
Jarvis Hall 208
Fort Worth, TX 76129
817/257-4969
a.vircks@tcu.edu

Ms. Glory Robinson
Associate Dean, Campus Life
Student Affairs
TCU Box 297010
Sadler Hall 2006
Fort Worth, TX 76129
817/257-7926
g.robinson@tcu.edu

Ms. Kristen Taylor
Director, Employee Relations
Human Resources
TCU Box 298200
2701 W. Berry St.
Fort Worth, TX 76129
817/257-4161
kristen.taylor@tcu.edu

Ms. Kim Johnson
Senior Associate Athletics Director/SWA
TCU Athletics
TCU Box 297600
John Justin Athletic Complex
Fort Worth, Texas 76129
817/257-7950
k.n.johnson@tcu.edu

Time Frame for Complainant to Make a Report

There is no time limit for a complainant to make a Report under this policy. However, complainants are encouraged to make a Report as soon as possible in order to maximize TCU's ability to respond promptly and effectively. If the respondent is no longer a student or employee, TCU may not be able to take disciplinary action against the respondent. When a Report raises Title IX issues, TCU will still seek to meet its Title IX obligations by providing support for the complainant and taking reasonable steps to end the prohibited behavior, prevent its recurrence, and address its effects. TCU may also assist the complainant in identifying and contacting law enforcement and other external enforcement agencies.

Amnesty/Immunity

TCU encourages the reporting of conduct violations and crimes by complainants and witnesses. It is in the best interest of the TCU community that as many individuals as possible choose to report to TCU officials, and that witnesses come forward to share what they know. To encourage reporting, TCU will not pursue disciplinary action against students (complainants or witnesses) for a conduct violation where the disclosure is made in connection with a good faith report or investigation of conduct prohibited by this policy and if there was any personal alcohol or drug consumption, it did not place the health or safety of another person at risk. TCU may, however, initiate an assessment or educational discussion or pursue other non-disciplinary options regarding alcohol or other drug use.

VI. University Actions Following a Report/Complaint: Initial Inquiry, Interim Measures, Requests for Anonymity and Advisors

Upon receipt of a Report, TCU will take prompt, thorough, reliable, equitable and impartial action consistent with TCU policy, applicable laws and regulations. Making a Report does not obligate a complainant to pursue a resolution or disciplinary action utilizing TCU's internal grievance process, but TCU encourages all complainants to do so. When the complainant and respondent are both either a TCU student or a TCU employee, the complainant can utilize either the Voluntary Informal Resolution Process with the respondent's voluntary agreement when appropriate, (See Section VII, below), or the Investigation and Formal Resolution process (See Sections VIII, IX, and X, below), as applicable.

If a Report includes a third party (e.g. non-TCU student or employee) as either the complainant or the respondent, the Coordinator, after receiving input from both parties (who previously received full disclosure of the reported misconduct and information about the Formal Resolution process), will determine the appropriate means to address the Report and notify the parties. Factors may include the role of the third party, the nature of any contractual relationship with TCU, and the ability of TCU to take corrective action. When the respondent is a TCU student or employee, sanctions/corrective action may be imposed.

Initial Inquiry

The Coordinator will make an Initial Inquiry to determine whether this policy applies to the reported conduct and whether additional action should be taken based on the Report, including whether interim measures are appropriate and whether an investigation is warranted.

As part of the Initial Inquiry, the Coordinator will also assess the nature of the Report; address immediate needs of the complainant, respondent, and the campus community; discuss available procedural options; determine the complainant and respondent's preferences for resolution, provide the complainant and respondent with information about resources both on and off campus; and assess for pattern evidence or other similar conduct by

the respondent. This assessment will continue until TCU has sufficient information to determine an appropriate course of action. In some instances, the Coordinator may arrange for limited fact-finding to gain a better understanding of the context of the Report or take other appropriate steps, including consulting with TCU's Threat Assessment Team.

TCU has several policies and procedures which can help resolve various types of complaints. The Coordinator will discuss other available options or resources with the complainant and respondent if appropriate. The Coordinator may determine that conduct as reported, even if true, would not constitute a violation of this policy, or that the respondent is not a TCU community member over whom TCU can exercise disciplinary authority. If the conduct falls outside the scope of this policy, the Coordinator may refer the matter to another appropriate office or department for resolution under another relevant policy.

If it is determined that this policy applies, the Coordinator will determine the appropriate means to address the Report. When a complainant requests anonymity or does not want to participate in an internal grievance process to resolve a Report, the Coordinator will determine if the request can be honored and how to proceed. In all cases, the final decision on whether, how, and to what extent TCU will respond or conduct an investigation and whether other interim remedial or protective measures will be taken will be made in a manner consistent with this policy. When the Coordinator decides to initiate an investigation, impose interim protective measures on the complainant's behalf, or take any other action that impacts a respondent, the respondent will be notified and will receive written information on available resources and options, including imposition of appropriate interim measures on the respondent's behalf.

Request for Anonymity

If the complainant requests anonymity or does not want to participate in an internal grievance process to resolve the Report, the Coordinator will consider this request in the context of TCU's responsibility to provide a safe and non-discriminatory environment for all members of the TCU community. In these instances, before taking any further investigative steps, the Coordinator will discuss any concerns with the complainant and seek to address and remedy barriers to pursuing a resolution or disciplinary action against the respondent based upon concerns of retaliation or lack of clarity in understanding procedural options and potential outcomes.

The Coordinator will balance the complainant's request against the following factors in reaching a determination on whether the request can be honored:

- the totality of the known circumstances;
- the nature and scope of the reported conduct, including whether the reported behavior involves the use of a weapon;
- the respective ages and roles of the complainant and respondent;

- the risk posed to any individual or to the TCU community by not proceeding, including the risk of additional violence;
- whether there have been other reports of misconduct by the respondent;
- whether the Report reveals a pattern of misconduct related to conduct in violation of this policy (e.g., via illicit use of drugs or alcohol) at a given location or by a particular group;
- the complainant's interest in TCU not pursuing a resolution, investigation or disciplinary action and the impact of such actions on the complainant;
- whether TCU possesses other means to obtain relevant evidence;
- fairness considerations for both the complainant and the respondent;
- TCU's obligation to provide a safe and non-discriminatory environment; and
- any other available and relevant information.

TCU will attempt to comply with the complainant's request, if it is possible to do so, based upon the facts and circumstances, while also protecting the health and safety of the complainant, rights of the respondent, and the TCU community. TCU's ability to respond fully to or investigate a Report may be limited if the complainant requests anonymity or declines to participate in an investigation or resolution process. Where the Coordinator determines that a complainant's request(s) can be honored, TCU may nevertheless take other appropriate steps to eliminate the reported conduct, prevent its recurrence, and remedy its effects on the complainant and the TCU community. Those steps may include offering appropriate remedial measures to the complainant and respondent, providing targeted training and prevention programs, and/or providing or imposing other remedies.

A complainant who initially requests anonymity or declines to participate in TCU's internal grievance process can always change his/her mind and request to pursue either the Voluntary Informal Resolution process or the Investigation and Formal Resolution process.

Interim Measures

Upon receipt of a Report raising Title IX or VAWA issues, TCU will provide reasonable and appropriate interim measures designed to preserve the educational experience of the parties; protect the parties during an investigation; address safety concerns for the broader TCU community; maintain the integrity of the investigative and/or resolution process; and deter retaliation. These measures may be remedial (measures designed to maintain continued access to educational programs and activities) or protective (involving a restrictive action against either party). Under some circumstances, TCU, in its discretion, may provide reasonable and appropriate interim measures in response to Reports that do not raise Title IX or VAWA issues. For example, TCU may take interim measures to address concerns of retaliation in response to Reports that do not raise Title IX or VAWA issues.

The availability of remedial and protective measures will be determined by the specific circumstances of each Report. TCU may consider a number of factors in determining which measures to take, including the needs of the student or employee seeking remedial and/or protective measures; the severity or pervasiveness of the reported conduct; any continuing effects on the complainant; whether the complainant and the respondent share the same residence hall, academic course(s), or job location(s); and whether judicial measures have been taken to protect the complainant or respondent (e.g., protective orders). TCU will work in good faith to implement the requirements of judicially-issued protective orders and similar orders, to the extent that doing so is within its authority.

Interim remedial measures may include, as appropriate:

- Access to counseling and medical services
- Assistance in obtaining a sexual assault forensic examination
- Assistance in arranging rescheduling of exams and assignments and obtaining extensions of deadlines
- Academic support
- Assistance in requesting long-term academic accommodations through the Center for Academic Services, if the complainant or respondent qualifies as an individual with a disability
- Change in the complainant's or respondent's class schedule, including the ability to transfer course sections or withdraw from a course without impacting the student's semester or cumulative GPA
- Change in the complainant's or respondent's campus housing
- Change in the complainant's or respondent's University work schedule or job assignment
- Escort and other safety planning steps
- Imposition of a "no contact directive," an administrative remedy designed to curtail contact and communications between two or more individuals
- Voluntary leave of absence
- Referral to resources which can assist in obtaining a protective order under Texas law
- Referral to resources which can assist with any financial aid, visa, or immigration concerns
- Any other remedial measure that can be used to achieve the goals of this policy.

Interim remedial measures are available to the complainant and respondent regardless of whether the complainant pursues either the Voluntary Informal Resolution process or the Investigation and Formal Resolution process or whether the complainant chooses to make a report to TCU Police or local law enforcement.

Interim protective measures may include:

- Change in the complainant's or respondent's class schedule without impacting the student's semester or cumulative GPA

- Change in the complainant's or respondent's University work schedule or job assignment
- Change in the complainant's or respondent's campus housing
- Exclusion from all or part of TCU housing
- Exclusion from specified activities or areas of campus
- Prohibition from participating in student activities or representing TCU in any capacity such as playing on an official team, serving in student government, performing in an official band, ensemble, or production, or participating in a recognized student organization
- Interim suspension
- Any other protective measure that can be used to achieve the goals of this policy
- Prohibition from participating in employee related activities or representing TCU in any capacity
- Administrative leave.

The determination of whether to impose the interim protective measure of interim suspension for students or administrative leave for employees will be made by the Coordinator in consultation with the Associate Vice Chancellor for Student Affairs & Dean of Campus Life (for students) or the Vice Chancellor for Human Resources (for employees) as appropriate. A respondent may be suspended or placed on administrative leave on an interim basis due to concerns for the safety and well-being of members of the TCU community or preservation of TCU property; for the individual's own physical or emotional safety and well-being; or if the individual poses a threat of physical disruption of, or interference with, the normal operations of TCU. During the interim suspension or administrative leave, an individual's access to TCU housing and/or to the campus (including classes), TCU facilities and systems as applicable, and/or all other TCU activities or privileges for which the individual might otherwise be eligible will be limited or denied. The decision to impose interim suspension or administrative leave may be made at any point in the process. TCU will provide reasonable remedial and protective measures to third parties as appropriate and available, taking into account the role of the third party and the nature of any contractual relationship with TCU.

Interim measures will not disproportionately impact either party. Requests for interim measures may be made by the complainant or respondent to the Title IX Office. The Title IX Office is responsible for ensuring the implementation of interim measures and coordinating TCU's response with the appropriate offices on campus. The Title IX Office has the discretion to impose and/or modify any interim measure based on all available information and is available to meet with a complainant or respondent to address any concerns about the provision of interim measures. TCU will maintain the privacy of any remedial and protective measures provided under this policy to the extent practicable.

All individuals are encouraged to report to the Title IX Office any concerns about the failure of another to abide

by any restrictions imposed through interim measures. In the event of an immediate health or safety concern, individuals should contact 911 or TCU Police immediately (817) 257-7777. TCU will promptly address any violation of a previously implemented measure, which may include imposing sanctions/corrective action.

Advisors

The complainant and respondent, if they are a TCU student or TCU employee, are each allowed to have an advisor of their choice present with them for all meetings and proceedings under this policy at which the party is entitled to be present, including intake and interviews. The advisor may generally be any person, provided the requested advisor agrees to serve in the role, including an attorney, who is not otherwise a party or witness involved in the investigation, with the exception of the Confidential Advocate and staff members from the Title IX Office, Office of Campus Life, and the Office of Human Resources. If a party selects an attorney as an advisor, the party should provide at least three (3) business days' notice to the Coordinator or investigator before any meeting or interview the advisor will attend.

Advisors should help their advisees prepare for each meeting, and are expected to advise ethically, with integrity and in good faith. While the advisor may provide support and advice to the parties at any meeting and/or proceeding, they may not speak on behalf of the parties, make any type of argument or presentation during any meeting or interview at which they are present, or otherwise participate in, or in any manner delay, disrupt, or interfere with meetings and/or proceedings. An advisor should plan to make themselves reasonably available, and TCU will not unduly delay the scheduling of meetings or proceedings based on the advisor's unavailability. An advisor may be asked to meet with a TCU administrator in advance of any proceedings to understand the expectations of the role, privacy considerations, and appropriate decorum, as set forth in TCU's Expectations for Advisors document.

VII. Procedures for Resolving Reports: Voluntary Informal Resolution

Voluntary Informal Resolution is an internal grievance process that may be available to resolve a Report. Voluntary Informal Resolution is available to both students and employees. However, it is not appropriate in all cases. Voluntary Informal Resolution is a voluntary, remedies-based resolution process that requires participation by both parties. It does not involve an investigation and may not involve taking disciplinary action against a respondent. Voluntary Informal Resolution is intended to eliminate the conduct at issue, prevent its recurrence, and remedy its effects. It is not necessary to pursue Voluntary Informal Resolution before pursuing Investigation and Formal Resolution.

Request to Use Voluntary Informal Resolution

Following receipt of a Report and as part of or following the Initial Inquiry (See Section VI. of the policy), the Coordinator will determine how to proceed. For purposes

of these procedures, a reference to the Coordinator may include a Deputy Title IX Officer, a University administrator or another appropriate designee. The decision of how to proceed will be made as part of or following the Initial Inquiry when TCU has sufficient information about the nature and scope of the reported misconduct.

If the Coordinator determines Voluntary Informal Resolution is appropriate, the parties will be notified of the nature of the complaint, reminded that retaliatory behavior will not be tolerated, and advised of any confidentiality issues. Both the complainant and respondent will be given a copy of the policy, the applicable procedures, an explanation of the Voluntary Informal Resolution process, and asked about their preferred process for resolution. If either a complainant or respondent indicates a preference for Voluntary Informal Resolution to resolve a Report, the Coordinator will determine if both parties voluntarily agree to participate to resolve the Report using this internal grievance process.

A complainant or respondent may request that the Voluntary Informal Resolution process be attempted to resolve a Report at any time. For example, a complainant who previously requested to go through the internal grievance process of Investigation and Formal Resolution can request to end that process and attempt Voluntary Informal Resolution. The Coordinator will consider the request if the other party is in agreement. Either party participating in Voluntary Informal Resolution can end the process at any time and request a shift to the Investigation and Formal Resolution process. If the Voluntary Informal Resolution process is unsuccessful or fails to address the reported conduct, at the discretion of the Coordinator, a complainant may be able to subsequently pursue a resolution through Investigation and Formal Resolution.

Timeframe for Resolving Reports

Voluntary Informal Resolution will typically be completed within 60 calendar days of the Report. If additional time is needed, all parties will be notified.

Resolution

If both parties and the Coordinator agree that Voluntary Informal Resolution should be attempted, the Coordinator will determine the most appropriate method for resolution that is agreeable to the parties. TCU will not require the complainant or respondent to participate in any particular form of resolution under Voluntary Informal Resolution. TCU will not compel a complainant to confront the respondent directly.

Voluntary Informal Resolution may include conducting targeted or broad-based educational programming or training, arranging a meeting where the complainant is able to confront the respondent, indirect action by the Title IX Office, a conflict resolution meeting in which a trained administrator will facilitate a dialogue with the parties to an effective resolution, if possible, and any other form of remedy that can achieve the goals of the policy. Additionally, in matters raising Title IX or VAWA issues and in other matters as deemed appropriate, during the Voluntary Informal Resolution process interim measures

may be established as appropriate. Failure to abide by the accord can result in appropriate responsive actions, including initiation of the Investigation and Formal Resolution Process.

VIII. Procedures for Resolving Reports: Investigation and Formal Resolution When Both Parties are Students

The procedures relating to investigations, resolution and appeals of complaints against students, including complaints of student-on-student prohibited conduct that relate to sexual and gender-based sexual violence, including sexual assault, sexual exploitation, intimate partner violence, stalking and retaliation, are found in the [Policy on Prohibited Discrimination, Harassment and Related Conduct](#).

IX. Procedures for Resolving Reports: Investigation and Formal Resolution When Both Parties are Employees

The Investigation and Formal Resolution process is an internal grievance process that may be used to resolve a Report. It is not necessary to pursue Voluntary Informal Resolution before pursuing Investigation and Formal Resolution.

These procedures apply when the Investigation and Formal Resolution Process is being used to address a Report concerning conduct directed against an employee by another employee. In applying these procedures, TCU will take prompt, thorough, reliable, equitable and impartial action consistent with TCU policy, applicable laws and regulations.

Initiation of the Investigation and Formal Process

Following receipt of a Report and as part of or following the initial Inquiry (See Section VI. of the policy), the Coordinator will determine how to proceed. For purposes of these procedures, a reference to the Coordinator may include a Deputy Title IX Officer, a University administrator or another appropriate designee. If resolution will be through an Investigation and Formal Resolution Process, the respondent will be notified of the nature of the complaint, reminded that retaliatory behavior will not be tolerated, and advised of any confidentiality issues. Both the complainant and respondent will be given a copy of the policy, the applicable procedures and will be provided an explanation of the Investigation and Formal Resolution process.

Timeframe for Resolving Reports

TCU will seek to complete the Investigation and Formal Resolution Process within 60 calendar days, but may take longer depending on the circumstances. If additional time is needed, the parties will be notified.

Investigation and Formal Resolution

The Coordinator will initiate an Investigation of the reported conduct. Investigations will be thorough, reliable, impartial, prompt, equitable and fair. The Coordinator may conduct the investigation or assign an impartial investigator to conduct the investigation. TCU may also hire an outside investigator to conduct the investigation

when deemed appropriate. All individuals undertaking an investigation under these procedures will be appropriately trained.

During an investigation, the investigator(s) will attempt to interview both parties. The parties may each consult with a collegial or professional support person/advisor (Advisor), who may accompany them to their interview with the investigator. (See Section VI. of the policy for information on Advisors). Both parties may provide relevant information to the investigator(s), including the names of any witnesses to the reported conduct. The investigator(s) will consider the information identified or provided by the parties and witnesses and will determine the appropriateness, relevance, and probative value of the information developed or received during the investigation.

At the conclusion of the investigation, the investigator(s) will compile an investigative report, which will be provided to both parties, outlining all information to be used in the policy violation determination. Each party may submit a written response to the investigator(s)'s report within three (3) calendar days. After consideration of any written submissions by the parties, the investigator(s) will determine, based on a preponderance of the evidence, whether a policy violation has occurred and will report the finding(s) to the Coordinator. A finding of responsibility means that based on all relevant evidence and reasonable inferences from the evidence, the greater weight of information indicates that it is more likely than not the policy violation occurred.

If there is a finding of responsibility, appropriate sanctions/corrective action or other remedies as determined by the Coordinator will be imposed. Even in the absence of a violation of this policy, if another TCU policy or standard has been violated, sanctions/corrective action or other remedies may be imposed. In deciding what sanctions/corrective action or other remedies are appropriate, the Coordinator will consult with other appropriate administrators as deemed necessary.

Typically, within ten (10) calendar days from completion of the investigation, both parties will be notified of the outcome concurrently consistent with applicable law. The respondent will also be notified in writing of the corrective action to be taken. The complainant will be notified in writing of the corrective action to be taken consistent with applicable law. Both parties will be notified concurrently of their rights to appeal.

Appeals Process

Either party may appeal the investigative finding by asserting that (1) there was a material procedural error that significantly impacted the outcome or (2) there was no rational basis, applying a preponderance of the evidence standard, for the investigative finding. A respondent, and in cases where a complainant has been advised of the corrective action imposed, a complainant, may also request that the corrective action or other remedies imposed be reviewed and reconsidered on the grounds that the sanction was clearly inappropriate and/or clearly disproportionate to

the conduct for which the respondent was found responsible. Dissatisfaction with the sanction is not grounds for appeal; the party must articulate how the sanction was inappropriate or disproportionate.

All requests for appeal must be submitted in writing to the Coordinator within three (3) business days of the delivery of the final notification. The appeal must: 1) be timely filed, and 2) consist of a plain, concise and complete written statement outlining the grounds for appeal. The review on appeal is narrowly tailored to the above-stated bases. The original findings and/or corrective action will stand if the appeal is not timely or is not based on the grounds listed above, and such a decision is final. If either party files a timely appeal, interim measures may be taken or may remain in place until the appeal is resolved.

The Coordinator will refer the appeal to the Chief Compliance Officer or designee for determination. Appeals are confined to a review of the written documentation pertinent to the grounds for appeal. The decision of the Chief Compliance Officer regarding the appeal is final. In evaluating the existence of a rational basis for the investigative finding, the Chief Compliance Officer will not reweigh the facts gathered or substitute their opinion on credibility for the judgment of the investigator(s) who saw and heard the parties and witnesses.

Both parties will be informed of the appeal outcome. This will typically be within three (3) business days of the Chief Compliance Officer's decision.

If neither party appeals, or if an appeal is filed, once a determination is made by the Chief Compliance Officer, the Title IX Office will notify the appropriate dean, unit head, vice chancellor, or other appropriate University official responsible for implementing the decision and the corrective action to be taken.

****Except as otherwise required by the Tenure Policy,** neither party may appeal the findings or sanctions or challenge or otherwise address the investigation, corrective action or sanctions, or matters considered under this policy, through any additional appeal, mediation, panel or process under any other TCU policy (including but not limited to the Faculty Conflict Resolution Policy – Policy 2.016 and the Staff Conflict Resolution Policy – Policy 2.015, both of which may be viewed on the HR web site, and the Faculty Appeal Policy included in the Faculty/Staff Handbook). In any matter in which a tenured faculty member has been found in violation of this policy and the recommended sanction and/or corrective action is dismissal, the faculty member can exercise their rights under the Tenure Policy to challenge the dismissal. However, an underlying finding that this policy was violated may only be appealed using the appeal procedures available under this policy and will not be revisited as part of the review process provided in the Tenure Policy.

X. Procedures for Resolving Reports: Investigation and Formal Resolution When Parties Include Both a Student and an Employee

The Investigation and Formal Resolution process is an internal grievance process that may be used to resolve a Report. It is not necessary to pursue Voluntary Informal Resolution before pursuing Investigation and Formal Resolution.

These procedures apply when the Investigation and Formal Process is being used to address a Report concerning either (1) conduct directed against a student (or applicant) by an employee or (2) conduct directed against an employee by a student. In applying these procedures, TCU will take prompt, thorough, reliable, equitable and impartial action consistent with TCU policy, applicable laws and regulations.

Initiation of the Investigation and Formal Process

Following receipt of a Report and as part of or following the initial Inquiry (See Section VI. of the policy), the Coordinator will determine how to proceed. For purposes of these procedures, a reference to the Coordinator may include a Deputy Title IX Officer, a University administrator or another appropriate designee. If resolution will be through an Investigation and Formal Resolution Process, the respondent will be notified of the nature of the complaint, reminded that retaliatory behavior will not be tolerated, and advised of any confidentiality issues. Both the complainant and respondent will be given a copy of the policy, the applicable procedures and will be provided an explanation of the Investigation and Formal Resolution process.

Timeframe for Resolving Reports

TCU will seek to complete the Investigation and Formal Resolution process within 60 calendar days, but may take longer depending on the circumstances. If additional time is needed, the parties will be notified.

Investigation and Formal Resolution

The Coordinator will initiate an investigation of the reported conduct. Investigations will be thorough, reliable, impartial, prompt, equitable and fair. The Coordinator may conduct the investigation or assign an impartial investigator(s) to conduct the investigation. TCU may also hire an outside investigator(s) to conduct the investigation when deemed appropriate. All individuals undertaking an investigation under these procedures will be appropriately trained.

During an investigation, the investigator(s) will attempt to interview both parties. The parties may each consult with a collegial or professional support person/advisor (Advisor), who may accompany them to their interview with the investigator. (See Section VI. of the policy for information on Advisors). Both parties may provide relevant information to the investigator(s), including the names of any witnesses to the alleged conduct. The investigator(s) will consider the information identified or provided by the parties and witnesses and will determine the appropriateness, relevance, and probative value of the information developed or received during the investigation.

At the conclusion of the investigation, the investigator(s) will compile an investigative report, which will be provided to both parties, outlining all information

to be used in the policy violation determination. Each party may submit a written response to the investigator(s)'s report within three (3) calendar days. After consideration of any written submissions by the parties, the investigator(s) will determine, based on a preponderance of the evidence, whether a policy violation has occurred, and will report the finding(s) to the Coordinator. A finding of responsibility means that based on all relevant evidence and reasonable inferences from the evidence, the greater weight of information indicates that it is more likely than not the policy violation occurred.

If there is a finding of responsibility, appropriate sanctions/corrective action or other remedies as determined by the Coordinator will be imposed. Even in the absence of a violation of this policy, if another TCU policy or standard is violated, sanctions/corrective action or other remedies may be imposed. In deciding what sanctions/corrective action or other remedies are appropriate, the Coordinator will consult with other appropriate administrator as deemed necessary.

Typically, within ten (10) calendar days from completion of the investigation, both parties will be notified of the outcome concurrently consistent with applicable law. The respondent will also be notified in writing of the corrective action to be taken. The complainant will be notified in writing of the corrective action to be taken consistent with applicable law. Both parties will be notified concurrently of their rights to appeal.

Appeals Process

Both parties may appeal the investigative finding by asserting that (1) there was a material procedural error that significantly impacted the outcome or (2) there was no rational basis, applying a preponderance of the evidence standard, for the investigative finding. A respondent, and, in cases where a complainant has been advised of the corrective action imposed, a complainant, may also request that the corrective action or other remedies imposed be reviewed and reconsidered on the grounds that the sanction was clearly inappropriate and/or clearly disproportionate to the conduct for which the respondent was found responsible. Dissatisfaction with the sanction is not grounds for appeal; the party must articulate how the sanction was inappropriate or disproportionate.

All requests for appeal must be submitted in writing to the Coordinator within three (3) business days of the delivery of the final notification. The appeal must: 1) be timely filed, and 2) consist of a plain, concise and complete written statement outlining the grounds for appeal. The review on appeal is narrowly tailored to the above- stated bases. The original findings and/or corrective action will stand if the appeal is not timely or is not based on the grounds listed above, and such a decision is final. If either party files a timely appeal, interim measures may be taken or may remain in place until the appeal is resolved.

The Coordinator will refer the appeal to the University Compliance Officer or designee for determination. Appeals are confined to a review of the written

documentation pertinent to the grounds for appeal. The Chief Compliance Officer's decision on appeal is final. In evaluating the existence of a rational basis for the investigative finding, the Chief Compliance Officer will not reweigh the facts or substitute their opinion for the judgment of the investigator(s) who saw and heard the parties and witnesses.

Both parties will be informed of the appeal outcome. Typically, this will be within three (3) business days of the Chief Compliance Officer's decision.

If neither party appeals or, if an appeal is filed, once a determination is made by the Chief Compliance Officer, the Title IX Office will notify the appropriate University officials responsible for implementing the decision and the corrective action to be taken.

**Except as otherwise required by the Tenure Policy, neither party may appeal the findings or sanctions or challenge or otherwise address the investigation, corrective action or sanctions, or matters considered under this policy, through any additional appeal, mediation, panel or process under any other TCU policy (including but not limited to the Faculty Conflict Resolution Policy – Policy 2.016 and the Staff Conflict Resolution Policy – Policy 2.015, both of which may be viewed on the HR web site, and the Faculty Appeal Policy included in the Faculty/Staff Handbook, or the Code of Student Conduct in the Student Handbook). In any matter in which a tenured faculty member has been found in violation of this policy and the recommended sanction and/or corrective action is dismissal, the faculty member can exercise his/her rights under the Tenure Policy to challenge the dismissal. However, an underlying finding that this policy was violated may only be appealed using the appeal procedures available under this policy and will not be revisited as part of the review process provided in the Tenure Policy.

XI. Sanctions/Corrective Action

Factors considered when determining a sanction/corrective action may include:

- The nature, severity of, and circumstances surrounding the violation
- An individual's disciplinary history
- Previous allegations or allegations involving similar conduct
- Any other information deemed relevant by the Coordinator and other designated administrators
- The need for sanction(s)/corrective action(s) to bring an end to the discrimination, harassment and/or retaliation
- The need for sanction(s)/corrective action(s) to prevent the future recurrence of discrimination, harassment and/or retaliation
- The need to remedy the effects of the discrimination, harassment and/or retaliation on the complainant and the community

Sanctions/Corrective Actions Imposed Upon Students or Organizations

For the usual sanctions/correction actions that may be imposed upon students or organizations singly or in

combination, see the Policy on Prohibited Discrimination, Harassment, Retaliation and Related Conduct, <https://titleix.tcu.edu/wp-content/uploads/2015/11/1250430-discrimination-harassment-policy-7.21.17-with-changes-acc....pdf>.

Sanctions/Corrective Actions Imposed Upon Staff or Faculty

The following are the usual corrective actions that may be imposed upon staff or faculty singly or in combination:

- Oral or written reprimand
- Required attendance at a harassment/discrimination sensitivity program
- Oral or written warning
- Demotion, loss of salary or benefits
- Transfer or change of job, class or residential assignment or location, including removing the person from being in a position to retaliate or further harass the complainant
- Suspension, probation, termination, dismissal or expulsion
- Other action TCU deems appropriate under the circumstances

While counseling is not considered a sanction/corrective action, it may be required in combination with one or more sanctions/corrective actions. Attendance at a harassment and/or discrimination sensitivity program may also be required. Where alcohol and/or other substances are involved in the violation, such counseling may include a substance abuse program. Sanctions and/or corrective action will be implemented by the appropriate University official.

Long-Term Remedies/Actions

Following the conclusion of the Resolution Process and in addition to any sanctions/ corrective actions implemented, the Coordinator may utilize long-term remedies or actions to stop the harassment or discrimination, remedy its effects and prevent their reoccurrence. These remedies/actions may include, but are not limited to:

- Referral to counseling and health services or the Employee Assistance Program
- Education to the community or appropriate TCU employees
- Permanently altering the housing situation of the respondent (resident student or resident employee) or the complainant, if desired
- Permanently altering work arrangements for employees
- Providing campus escorts
- Providing transportation accommodations
- Implementing long-term contact limitations between the parties
- Offering adjustments to academic or work deadlines, course schedules, etc.

At the discretion of the Coordinator, long-term remedies may also be provided even when the respondent is found not responsible. The institution will maintain as confidential any long-term remedies/actions or protective

measures, provided confidentiality does not impair the institution's ability to provide the actions or protective measures.

Failure to Complete Sanctions, Comply with Interim and Long-term Remedies, Corrective Actions

All responding parties are expected to comply with conduct sanctions/ corrective actions within the timeframe specified by the Coordinator. Failure to abide by conduct sanctions/corrective action and/or remedies may result in additional sanctions/corrective action and/or remedies from TCU and may be noted on a student's official transcript or an employee's employment record. Sanction(s) and/or corrective action(s) will be implemented by the appropriate University official. A suspension will only be lifted when compliance is achieved to the satisfaction of the Coordinator.

Records

The Title IX Office will maintain records of all allegations, investigations, resolutions, and hearings for a period of seven (7) years in the Title IX Coordinator database.

Withdrawal While Charges Pending

Should a respondent choose to withdraw from or leave TCU while there is a pending investigation or resolution process for violation of this policy, the process may proceed in the respondent's absence to a reasonable resolution and the respondent will not be permitted to return to TCU unless all sanctions/ corrective actions have been satisfied. The student will not have access to an academic transcript and the employee will not be re-hirable until the report has been resolved.

XII. Prevention and Awareness Programs

TCU is committed to the prevention of discrimination, harassment, and related conduct, including sexual and gender-based harassment and violence through regular and ongoing education and awareness programs. Incoming students and new employees receive primary prevention and awareness programming, and returning students and current employees receive ongoing training and related programs. TCU provides coordinated programming and training through multiple areas, including the Title IX Office, Student Affairs, Student Government Association, TCU Police Department, Human Resources, Wellness, Health Services, Counseling Center and other University departments. Any individual, department or TCU organization that would like to schedule an additional training session should contact the Coordinator or Human Resource Office.

XIII. Policy Communication and Revisions

Policy Communication

This policy and these procedures are included in the Student Handbook and the Faculty/Staff Handbook. This policy is also available on TCU's website and through the TCU Compliance Officers. In the event of any conflict between published versions of this policy, the version posted on the website will control.

This policy and these procedures will be reviewed annually by the Coordinator and updated as appropriate. TCU reserves the right to make changes to this document as necessary and once those changes are posted online, they are in effect. The Coordinator may make minor modifications to the policy or procedures that do not materially jeopardize the fairness owed to any party, such as to accommodate summer schedules, etc. The Coordinator may also make material changes to the policy or procedures with notice (e.g., on the institutional web site, with appropriate date of effect identified) upon determining that changes in the law or regulations require policy or procedural alterations not reflected in this policy and procedure. Procedures in effect at the time of the resolution will apply to resolution of incidents, regardless of when the incident occurred. Policy definitions in effect at the time of the offense will apply even if the policy is changed subsequently but prior to resolution, unless the parties consent to be bound by the current policy. If government regulations change in a way that impacts this document, this document will be construed to comply with government regulations in their most recent form.

This document does not create legally enforceable duties or protections beyond the protection of the background state and federal laws which frame such codes generally.

Effective Date: December 1, 1994; Revised: January 8, 2014; July 28, 2015; August 1, 2017; June 29, 2018; July 16, 2019.

ACADEMIC AND SUPPORT UNITS

The following section describing various academic and support units of the University is not all inclusive. Other units also serve TCU; however these are the ones whose programs and services are most often needed or in which there is general interest.

Alcohol and Drug Education. The TCU Alcohol and Drug Education (ADE) office is based on a philosophy of student development incorporating personal and community wellness. ADE promotes healthy lifestyle choices and responsible decision making through programs, outreach, intervention and recovery support. ADE's goals are to:

- Enhance the academic mission of the University by ensuring that the misuse and abuse of alcohol and other drugs does not interfere with academic success;
- Enhance student development of leadership skills by providing opportunities for students to positively influence the campus and community environment;
- Enhance student responsibility to self, others and the world by assisting individuals in making responsible and ethical decisions regarding the use of alcohol and other drugs;
- Clarify and enhance students sense of citizenship through active involvement in programs designed to educate and inform the TCU community about substance use and recovery; and

- Continue to improve the efforts of the Alcohol and Drug Education Office and demonstrate effectiveness through needs assessment and evaluations.

The staff includes licensed professional counselors, and health education specialists who provide confidential assessments and solution-focused brief counseling, motivational interviewing and expertise in programming and training. ADE staff takes a comprehensive approach, focusing efforts on the individual student, the campus and the greater community. The scope of these efforts includes prevention, education intervention and recovery support. Educational presentations target student organizations, fraternity and sorority groups, student-athletes, academic classes and a variety of other members of the campus community. ADE's Collegiate Recovery Program provides support, resources and service opportunities for students in recovery and seeking recovery from addiction.

Students who are concerned about their own or others use of substances, may self-refer to the ADE office. Weekly peer support meetings are offered to students who are personally in recovery from a Substance Use Disorder, and for friends and loved ones of those who struggle with substance use or mental illness. Students who receive an alcohol or drug violation through the University's conduct process will meet with a staff person in ADE. Depending on the severity of the incident, the student may be required to attend an educational workshop, recommended to attend two-three follow-up meetings or counseling or be referred for an assessment for a higher level of care.

Those interested in services available through ADE are encouraged to visit the office, located in the lower level of Samuelson Hall, or call 817-257-7100. If you are a faculty or staff who is concerned about a student, or would like more information or a presentation for your class, please contact ADE at ade.tcu.edu or call 817-257-7100.

Campus Life – Dean's Office. Campus Life Deans meet with students individually (and their families when necessary) to assist in resolving issues that might impede academic and/or personal success during their TCU experience. The Campus Life Deans collaborate with faculty and staff to work with students having academic or personal problems or emergency situations. There is a "Dean on Call" available by calling TCU Campus Police (817-257-7777) if an emergency occurs after regular office hours. The Campus Life staff is prepared to deal with critical incidents, crisis management, and also oversees and handles University student conduct cases. The Campus Life Deans also work closely with the Academic Deans and Associate Deans in each college to resolve student concerns and assist students with their academic programs and personal goals. The Dean's office processes official University absences (students who miss class due to officially representing the University at verified functions) and notifies faculty each week electronically with lists of these students. Only serious student illnesses or family emergencies are verified by Campus Life. Faculty are responsible for determining their own process with students who miss an occasional

class. Multiple student absences should be reported to Campus Life if faculty determine additional professional intervention may assist the student. A student should always contact faculty when class is missed due to illness.

The Office of Campus Life – Dean's Office is located in Sadler Hall, Suite 2006, and can be reached at 817-257-7926 or you may visit their website at www.campuslife.tcu.edu.

Student Conduct – Students who enroll in TCU are obliged to behave in a manner compatible with the University's function as an educational institution and the TCU mission statement. Each student is expected to be fully acquainted with all published policies, rules and regulations of the University, and will be held responsible for compliance on or off TCU campus. Students may be held accountable by TCU and police agencies for the same instance of misconduct. Reported violations of the Code of Student Conduct are investigated and resolved by designated staff member in the Division of Student Affairs under the general supervision and direction of the Office of Campus Life. Violations of the code are subject to a wide range of disciplinary action. A complete Code of Student Conduct, including the educational conduct process, is available in the *Student Handbook*, online at www.studenthandbook.tcu.edu. These documents guide the student conduct and grievance processes.

Campus Recreation & Wellness Promotion. Campus Recreation & Wellness Promotion aims to promote lifelong wellness through holistic education and quality recreation programs, services and facilities that enhance the University experience through participation and leadership. The programs and facilities offered by Campus Recreation & Wellness Promotion are available to all students and faculty/staff (with memberships).

Facility - The 232,500 sq. ft. University Recreation Center provides for a variety of recreational opportunities. Activities include swimming, basketball, volleyball, badminton, weightlifting, an indoor track for walking and jogging, cardiovascular training equipment, a games area, a climbing wall, computer access, and food service.

Wellness Education – Research and professional experience at TCU verify the correlation between a student's good health, healthy lifestyle, and academic and personal success. Therefore, through Wellness Education we empower a university-wide culture of wellness for all students. Wellness Education offers primary prevention programming through collaboration with the University community. Multiple programs and services provided include suicide prevention training, meditation, stress management workshops, healthy relationship education and more. A group of peer educators work to aid in the delivery of all information to the students. Any faculty/staff member can request a specific program to be delivered to their students.

Aquatics - The Aquatics Program offers instructional and fitness activities in the water, in addition to recreational swimming. There are three pools in the

University Recreation Center: 25 yard lap pool, 22 ft deep diving well, and an outdoor leisure pool.

Intramurals - Structured, competitive, and recreational sporting events are scheduled throughout the academic year. Activities involve team sports, individual or dual events, and special events. Only currently enrolled TCU students and faculty/staff may participate in the Intramural Sports Program.

Fitness Programs – Group fitness classes are designed for beginner, intermediate and advance levels. Individualized personal training and equipment orientations allow individuals a more personal experience toward their strength and conditioning goals. Educational sessions also are offered to help members achieve healthy, active lifestyles.

Outdoor Programs – Campus Recreation's Outdoor Programs are comprised of three main program areas: the Adventure Trip Program (ATP), Climbing Wall and Outdoor Equipment Rental. We are dedicated to providing positive outdoor education, recreation and adventure experiences to the TCU community. Students participate in and experience activities that cause them to reflect and learn about their relationship to others as well as their own abilities and limitations.

Sport Clubs - The Sport Club program is designed to serve individual interests in different sport and recreational activities. Membership is open to all students and the club must be a recognized student organization. These interests can be competitive, recreational, or instructional in nature, as clubs may represent TCU in intercollegiate competition or conduct intra-club activities such as practice, instruction, social activities, and tournament play.

Memberships - Members of the TCU faculty and staff are required to purchase a membership to have access to the Campus Recreation Center. The current price is \$120 per year for an annual membership. Spouses and/or dependents of currently employed Faculty/Staff members are also eligible to purchase memberships. For more information about any of the programs offered by the Department of Campus Recreation, please call 817-257-PLAY.

Center for Academic Services (CAS). The Center for Academic Services coordinates a number of programs serving students, faculty and staff. Located in Sadler Hall 1022, the Center is staffed by professional academic advisors who offer study skills support and guidance in selecting majors and/or minors for students; provide professional development/training and consultation for faculty advisors; and coordinate advising for all students who attend Academic Orientation.

The Center is responsible for advising pre-major students, declared first-year *AddRan College* students, and *Department of Interior Design & Fashion Merchandising* majors. In addition, academic advisors are available to assist any student in the identification of appropriate majors and/or minors. Advisors also instruct the ADRN 10001 *Self-Assessment and Career Exploration* classes designed to assist students in making decisions related to

majors and minors. Students considering a change of major also may be referred to the Center for assistance.

Academic advisors are available to assist students facing academic challenges. The Center offers academic success workshops with individual support to students in the development of academic skills and online and printed study skills resources. To request a workshop or to refer a student for assistance, please contact the Center at 817-257-7486 or Academic_Services@tcu.edu.

College 101 is a support program provided every spring for first-time, first-year and transfer students who do not achieve a 2.0 in their entering fall semester. Students are required to participate in the program which pairs students with faculty and staff mentors who guide students in identifying challenges that impact their academic progress and developing strategies to overcome them.

The Center offers support to faculty advisors. Presentations and training on advising, academic policies, core curriculum and changes to academic programs are offered through the Advisor Professional Development workshops offered each semester. The Center also conducts individual sessions upon request. Additional resources for faculty and faculty advisors can be found at <http://www.acs.tcu.edu/fs.asp>.

Student Disabilities Services (DS) - The disabilities office is located in Sadler Hall 1010. The office is staffed by disabilities specialists who assist students seeking reasonable and appropriate accommodations based on a documented disability. Students who have or may have a disability should be referred to this office. The disabilities specialists are available to consult with faculty on matters related to student disabilities or disabilities related accommodations by contacting the office at 817-257-6567.

Faculty are required to include the University approved statement for disabilities in the course syllabus. The approved syllabus statement can be found on the Undergraduate Council website at <http://www.gradcouncil.tcu.edu/>.

Additional information about University policies and procedures related to disabilities can be found under *Students with Disabilities, Policy and Procedures* and at http://www.acs.tcu.edu/disability_services.asp.

Center for Career and Professional Development. The Center for Career and Professional Development takes TCU student's world class, value-centered education to the next level with professional career advising, on campus recruiting and a variety of networking opportunities. Services and resources are free to both students and alumni and include:

- Career Assessments
- Career Consulting
- Résumé and Cover Letter Assistance
- Interview Coaching
- Personal Branding Recommendations
- Job Search Assistance
- Job Listings on FrogJobs
- On Campus Interviewing
- The Intern Scholarship Program at TCU

- Professional Events and Career Fairs
- Graduate School Application Review
- E-portfolio Review
- Career Center website, www.careers.tcu.edu
- LinkedIn Networking Group – Faculty and staff are encouraged to join the TCU Career Center Networking Lounge on LinkedIn where you can expand your network and connect with students, alumni and community members. Visit <https://www.linkedin.com/company/tcu-career-center/> to join.
- Facebook Page – Like our Facebook page (www.facebook.com/tcucareercenter) to get updates about career resources and events that you can pass on to your students or attend yourselves.
- Follow us on Twitter (<https://twitter.com/TCUCareerCenter>) and Instagram (<https://www.instagram.com/tcucareercenter/>).

Career Consultants are available to speak to classes or groups on a variety of subjects including identifying career options, implementing effective job search strategies, writing résumés and the do's and don'ts of interviewing. Contact the Career Center at 817-257-2222 to schedule a presentation with your Career Consultant.

The Center for Career and Professional Development is located in the BNSF Railway Career Center in Jarvis Hall and is open 8 a.m. to 5 p.m. Monday through Friday. The Alcon Career Center is located in the Neeley School of Business in Tandy Hall, room 380 and also is open from 8 a.m. to 5 p.m. For additional information or to schedule a consultant to speak to your class or group, please call 817-257-2222 or email careers@tcu.edu.

Center for Instruction, Innovation and Engagement, William H. Koehler. Mission Statement – The Koehler Center is dedicated to facilitating ongoing, reflective discourse regarding instruction and learning, including engaging with instructional staff, departments/units, and administration. The Koehler Center will strive to meet the challenges of integrating effective, innovative instructional/learning methodologies and technologies to promote engagement and improve learning.

Center for Instructional Services (Instructional Technology and Media Production). The successful integration of instructional technology and media resources into the teaching and learning environment is essential in today's classroom. Both can potentially enrich the education of students at the University. The Center for Instructional Services supports classroom instruction and the University by providing resources to faculty, staff and students to meet their instructional needs. The Center is comprised of three support areas:

- Classroom Technology Support Services maintains and supports a complement of instructional media equipment for classroom use; training is provided for equipment installed in classrooms and, upon request, equipment may be delivered, set-up and retrieved. Technical support is provided on an on-

going basis with maintenance and repair of all instructional technology equipment.

- Media Production Support Services provides assistance in the planning and production of a variety of instructional resources, including graphics in various mediums and video-based resources, for both classroom use and special events.
- Instructional Technology Planning Services provides assistance in planning, purchasing and installation of instructional media equipment.

The Center for Instructional Services is located in the Center for Instructional Services Building. For more detailed information, refer to the Center's website at www.cis.tcu.edu or call 817-257-7121.

Center for International Studies: TCU Abroad. The Center for International Studies (CIS) fosters internationalization of the TCU community, both on campus and abroad, through global education and initiatives that challenge student and faculty perspectives and inspire global involvement. The Center serves as a resource for all campus constituents through its commitment to best practices in the field of international education, program design and global risk management.

Responsibilities include:

- strategic development of campus internationalization efforts,
- cultivation of local and global collaborations that promote the international educational and research mission of the institution,
- development and support of innovative global experiences including TCU's flagship semester programs, as well as short-term international programs led by faculty and staff,
- advancement of initiatives that increase accessibility to global experiences for students with diverse backgrounds as well as limited financial resources and other non-financial barriers,
- design of faculty and staff development opportunities centered on best practices in international education and program structure, and
- implementation of best practices in global risk management, including financial and logistical issues.

The Center for International Studies serves as catalysts for international awareness, cross-cultural understanding and global engagement to further advance TCU's mission "to educate individuals to think and act as ethical leaders and responsible citizens in the global community."

Faculty and staff traveling abroad or wishing to develop international programs should refer to the CIS website (<https://studyabroad.tcu.edu>) to understand policy and procedures related to international travel and programs abroad.

Center for Writing, William L. Adams. The William L. Adams Center for Writing serves the entire TCU community — faculty and staff as well as undergraduate and graduate students. The Center provides one-on-one conferences that focus on individual writing projects of all

types. In addition, members of the Center for Writing staff are available for class presentations and workshops. Professional writing consultants also can advise faculty about designing writing assignments and responding to students' writing.

Located in Reed Hall 419, the Center for Writing is open from 8 a.m. to 5 p.m., Monday-Friday. For an appointment, use the Center's online scheduling system available at www.wrt.tcu.edu or call 817-257-7221. Those who wish to submit a paper online may do so via the Center's website. A consultant will read the paper and offer feedback within two working days.

Church Relations. Texas Christian University is the largest of 22 colleges, universities and theological institutions associated by covenant with the Christian Church (Disciples of Christ), a denomination with a strong commitment to higher education since its early beginnings. In the early days of TCU, ties were built that have guided both the University and the denomination, and still today, as a church-related university, those ties are strong and vibrant through a nine-point covenant between the denomination and the university. Because of these ties and the Disciples long-standing commitment to unity and dialogue and inclusiveness, we support a campus where individuals from all religious traditions and beliefs come together to make up one united community.

The Office of Church Relations supports this ongoing covenant between the University and the church by: 1) educating campus and community about the nature of TCU's church relationship; 2) ensuring that TCU is active in the life of the Disciples church at local, regional and general levels; 3) creating programs and resources that support Disciples students, faculty and staff; and 4) building University collaborations with Disciples partners that strengthen our shared mission. Contact us to learn more at disciples@tcu.edu or at 817-257-7830.

Counseling Center. The Counseling & Mental Health Center is located in the ground floor of Samuelson Hall, near the TCU Post Office. The following services are provided:

- 1) Drop-in/Crisis Response services;
- 2) Individual and group counseling;
- 3) Substance Use and Recovery counseling;
- 4) Referral assistance to specialized providers in the community;
- 5) Third Party consultations regarding students of concern and student mental health;

All services are covered by the costs of TCU tuition. In accordance with state and federal laws and professional ethics, confidentiality is maintained.

For more information visit our website at www.counseling.tcu.edu or call 817-257-7863. Regular office hours during fall and spring semesters are 8 a.m.-8 p.m., Monday, Tuesday and Wednesday and 8 a.m.-5 p.m. Thursday and Friday. Summer hours are 8 a.m.-5 p.m. Monday-Friday. For the 24/7 counseling helpline,

call 817-257-7233. For emergencies, outside of office hours, call TCU Police, 817-257-7777.

Culture, Community and International Services (CCIS). The mission of the unit is to provide cultural awareness throughout the TCU Community. CCIS also provides students of diverse backgrounds with the necessary resources to transition into college life and to succeed on campus and beyond. The unit provides support, guidance and encouragement to TCU students, faculty, and staff through a variety of programs and services. In addition to student services, we assist the University with institutional planning and policy formation regarding diversity and inclusiveness.

Extended Education, Office of. The mission of Extended Education is to engage the University with the community through high quality courses, programs, conferences and other offerings that seek to educate, enlighten, renew and serve. The office sponsors open enrollment, certificate and custom classes providing both personal and professional development for the community. Selected classes are available to faculty and staff at a discounted rate. The office also coordinates a variety of summer programs as well as non-degree admissions. The Office of Extended Education is available to work with University departments and schools in the development of continuing education opportunities.

Health Center. The Brown-Lupton Health Center is an AAAHC accredited clinic located at 2825 Stadium Drive – west of Colby Hall and north of the University Union. The clinic provides ambulatory care for the various needs of TCU students and services are available for students only.

Clinic hours are 8 a.m. to 5 p.m., Monday through Friday. Students may call a nurse triage phone service at 817-257-7940 for assistance after hours. Students are encouraged to visit the clinic at a time that will not interfere with class attendance. Students are seen by appointment. They can make appointments online, by phone or by visiting the Health Center. Detailed information about Health Center services and staff can be found on their website at www.healthcenter.tcu.edu.

If a student misses class due to a Health Center visit, it is the student's responsibility to contact their professor. The Health Center does not provide notes for missed classes. Faculty members should use their own judgment about whether or not a student will be allowed to make up class work missed when there is no verification of illness.

Texas law requires all entering (new and transfer) students under the age of 22 years, as well as students re-enrolling following a fall or spring semester break in TCU enrollment, to submit evidence of having been vaccinated against bacterial meningitis within the last five years. The required TCU Bacterial Meningitis Vaccination Form must be submitted to the TCU Health Center prior to class registration and before applying to TCU housing.

Additionally, students are required to have documentation of two doses of MMR vaccination.

Students need to have a complete immunization record on file in the Health Center.

In the event of an emergency or a life-threatening situation, call 911 for ambulance service and emergency assistance.

Housing and Residence Life. Living in a TCU residence hall is an integral part of the TCU experience. Residence hall students make new friends, get involved in campus activities, and discover opportunities for personal and intellectual growth. Residence halls are conveniently located on the campus, and the halls provide a comfortable room that a student can call “home” while at TCU.

Approximately half of the undergraduate students at TCU live on campus. Through academic, cultural, intramural and social activities, students within each hall determine the hall’s character. Participation in these activities assists in the student’s adjustment and development within a residential setting.

Residence hall rooms are designed for student comfort and are used for study as well as sleeping and socializing. All accommodations are air conditioned, non-smoking facilities. Most rooms are designed for double occupancy. The standard student room contains a bed, a desk and chair, a chest, and a closet for each student. Each room is also equipped with a MicroFridge® and access to the Internet and TCU cable television. Students are encouraged to add decorative items to personalize their surroundings.

The residence hall office is a primary resource on campus. The hall director, a full-time, live-in professional with a master’s degree in higher education, counseling or a related field, administers the hall, supervises student staff and is available to help students. Each hall has resident assistants (RAs) who are sensitive to student needs and alert to student concerns. The hall staff knows the many University resources and can help students find needed assistance.

Residence hall communities are built intentionally by focusing on developing relationships among residents. RAs, with direction from the hall director, get to know residents and plan activities to help residents get to know one another. This process leads to students developing connections to other students and to hall community, and it builds an environment intended to empower all residents to be successful in their academic pursuits. All residence halls offer a broad range of programs designed to meet the unique interests of the student population in a particular residence hall. As students become involved and connected to their friends, their hall, their classes and TCU, they are building strong Horned Frog communities.

Information Technology. Information Technology provides a wide range of technology support for all levels of the University. Services include maintaining and securing the network infrastructure throughout the campus, academic and administrative computer systems, and providing application development and customization, customer support, hardware repair and software training.

- ***IT Support*** provides phone and onsite support for faculty, staff and students.
- ***Enterprise Application Services*** provides administrative and academic application development and customization for PeopleSoft, Banner, ImageNow, RedDot, and other applications used across campus.
- ***Information Security Services*** maintains the security of all TCU computing and technology systems.
- ***Technical Services*** provides network (voice and data), infrastructure and printing services.
- ***Network Services*** maintains TCU’s wired and wireless networks, fiber system, datacenters, and access to the Internet and high-speed research networks.
- ***Infrastructure Services*** maintains the physical infrastructure for the University.
- ***Printing Services*** provides copying and printing services for the University as well as retail customers.
- ***Computer Systems*** provides centralized administration for TCU’s database, email, application, Web and other servers, and maintains more than 3,000 faculty, staff and lab client computers.
- ***Hardware and Purchasing*** provides centralized technology purchasing and consultation for the University as well as onsite hardware support and repair.
- ***Training*** provides training courses in various computer applications, including Microsoft Office and PeopleSoft. One-on-one training sessions or custom-designed classes are available.

To request assistance with any computer-related problem or question, please contact the Computer Help Desk:

Help Desk Phone: 817-257-6855
(faculty and staff)
817-257-5855
(students)

IT Department Phone: 817-257-7682
Email: help@tcu.edu
Web: <http://www.it.tcu.edu>

Institutional Effectiveness, Office for. The Office for Institutional Effectiveness serves to enhance student learning and institutional effectiveness at TCU by providing leadership and assistance to the campus community in assessment activities, accreditation, and ongoing quality enhancement. The Office for Institutional Effectiveness is responsible for providing support services to all academic units in their assessment efforts and will serve as an assessment resource to educational and administrative support units on an ad hoc basis. The office also oversees and supports the WEAVE Online Assessment Management System and the accreditation and reaffirmation process. For assistance, faculty and staff may contact Dr. Chris Hightower at 817-257-7156.

Institutional Research. The Office of Institutional Research functions as the official reporting entity for the

University. In this capacity, the office is responsible for collecting and disseminating quantitative data frequently requested of the University. Much of this material is used for decision support and is published by this office in the *Fall Fact Book*. This document is available online at www.ir.tcu.edu.

Institutional Research also responds to most external surveys and information requests, conducts original quantitative and qualitative research to support University policy-making decisions, conducts annual surveys of recent alumni, assists departments across campus with survey and information needs, maintains databases for trend analyses, manages the Student Perception of Teaching (SPOT) and Faculty 180, and currently leads the data governance initiative at TCU. Information may be requested by contacting the Office of Institutional Research, Mary Couts Burnett Library, suite 1160; telephone 817-257-7475.

Intensive English Program. The mission of the Intensive English Program (IEP) at TCU is to equip individuals to communicate thoughtfully and actively in English. The non-degree credit IEP helps individuals advance rapidly towards their academic, professional, or personal English language goals. Advanced-level IEP students may enroll in TCU courses for degree credit while in the non-degree credit program. (Successful completion of the advanced-level IEP allows applicants to a TCU degree program to waive the TOEFL admission requirement. Undergraduate candidates should see the admission section on “Admission of International Students” in the current TCU catalog. Those admitted to the undergraduate program receive three degree program credits for each semester of IEP completed at the advanced level with IEP grades of at least A or B. Graduate candidates should contact the IEP office.)

An IEP student begins at his or her own level and studies intensively at least 20 hours each week. Classes are organized into teams of fifteen or fewer students. The IEP sessions run during the semesters and the summer.

TCU faculty and staff members who are native speakers of languages other than English may enroll in classes at a substantially discounted IEP tuition rate. TCU faculty, staff, and students who are native English speakers may join the IEP students in Conversation and Cultural Partners. TCU departments, schools or colleges that pay a student’s summer or semester IEP tuition will receive a matching IEP tuition scholarship for an additional summer or semester for the same student.

The TCU TESOL Certificate, an undergraduate interdisciplinary credential to teach English to speakers of other languages, is administered by the IEP. It is available to TCU students, faculty and staff members of any first language background.

The Program director reports to the Associate Vice Provost and Dean of the School of Interdisciplinary Studies. The IEP at TCU meets all of the requirements of the Accreditation of English Language Training Programs Act and is an active member of the following academic

standards and professional development organizations: American Association of Intensive English Programs (or EnglishUSA), University and College Intensive English Programs, Teachers of English to Speakers of Other Languages, NAFLA: Association of International Educators, and Institute of International Education.

Please visit www.iep.tcu.edu for more information.

Intercollegiate Athletics. The Department of Intercollegiate Athletics at TCU is administered through the Office of the Chancellor in accordance with the constitutions, bylaws and other policies of the National Collegiate Athletic Association (NCAA) and the Big 12 Conference. The Athletics Director is charged with the operation of the department. (Physical education comes under the College of Education, and intramural athletics is regulated by the Student Activities Office.)

Faculty and staff provide a sounding board to the department through service on the University Athletics Committee. One faculty member maintains the position of Faculty Athletics Representative. The Faculty Athletics Representative serves as liaison to the department from the faculty, provides oversight on matters of academic issues related to student-athletes, and represents the institution in NCAA and Big 12 business.

Faculty and staff members are provided tickets of admission for a nominal fee. For information regarding faculty and staff and retired faculty and staff tickets see “Tickets for Athletics Events.”

International Services. The office of International Services provides compliance, legal support and intercultural programs to TCU, focusing largely on international students and visitors from outside the United States. With a student population approaching 700, and representing almost 80 nations, International Services ensures a smooth transition into TCU’s culture and works to integrate students and visitors into the institutional fabric.

Library. *Our mission is organizing and providing access to quality information resources that inspire curiosity, creativity and innovation throughout the TCU community while offering exceptional services and surroundings that nurture our students.*

Students and faculty have access to more than 2 million books, CDs, DVDs, videos and over 140,000 unique journals, electronically and in paper housed in the TCU library and library annex offsite. More than 500 databases, many which include the full text of journal articles are available 24 hours a day via the library’s website (<http://library.tcu.edu>), and the “FrogScholar” search box provides a single search of more than 700 million records.

Materials at the library are arranged according to the Library of Congress system in open stacks for convenient access. Librarians and staff select, maintain, and interpret the collections for library users. A music/media library and audio center are also located in the Library. Particular collections include Texas, United States, and European

Union documents; the Archives of the Van Cliburn International Piano Competition; the papers of former Speaker of the House, James C. Wright, Jr.; the papers of Amon G. Carter, Sr.; the University's archives, and the special collections of rare books and manuscripts such as the William Luther Lewis Collection of English and American Literature.

Research librarians (https://library.tcu.edu/reference.asp#tab_staff) providing library and research assistance are available and can be contacted in person, by phone, by email or online chat as described at: <http://library.tcu.edu/askalibrarian.asp>. Research librarians are also subject liaisons for various subjects taught at the University. The research librarians regularly teach courses on using the library's resources and are willing to schedule individual consultation appointments for more in-depth research assistance. In addition, the research librarians are responsible for purchasing materials for the library's collections (both print & electronic) for their assigned subject disciplines.

The Library is open 24 hours, five days a week during the fall and spring terms. Operating hours are available from the library's website (<http://library.tcu.edu>). Environments for studying include group study rooms and various "quiet zones" throughout the building. Scholarly materials are supplemented by a popular reading collection.

Through active membership in local, regional and national library consortia, the library is able to secure for TCU faculty and students the advantages that come with library resource sharing. TCU's membership in TexShare enables TCU faculty and students to obtain borrowing privileges from more than 150 academic libraries throughout Texas.

Marketing & Communication. The Marketing & Communication division develops strategic plans and initiatives to help build the University's overall brand. It seeks to communicate a better understanding of TCU's strengths, character, mission and goals. It analyzes audiences, designs messages and selects appropriate media to support strategic objectives. The division operates much as an internal agency, utilizing a creative team approach to marketing and communication problem-solving.

It also offers a Brand Ambassador Program to ensure a coordinated brand approach across the university.

The Marketing and Communication division consists of the following offices:

Admission Marketing. The admission marketing director reports both to the assistant vice chancellor for marketing and the dean of admission. Responsibilities include (1) preparation, testing and evaluation of all admissions marketing materials; (2) recruitment communication process planning and management; and (3) planning and implementation of special initiatives to meet specific admission goals.

Advancement Communications. The senior director of advancement communications leads the team responsible for strategic marketing and communication efforts that

advance divisional goals in fundraising, alumni engagement, participation, volunteerism and pride in TCU. This group serves as advisers and consultants to Advancement leadership, providing editorial creation, oversight, management and evaluation for Advancement's multi-channel communication efforts.

Office of Community Projects. The executive director of community projects handles all official university events such as Commencements, Symposiums, Convocation, the annual Opening Luncheon for all faculty and staff, and other special community relations marketing and communication projects. The executive director also oversees Conference Services, the street banner program and chairs the TCU Events Committee.

University schools, colleges and departments may request planning assistance on a time-available basis.

Conference Services. The use of TCU facilities by outside groups or by TCU groups holding events open to the entire campus or community must be approved by Conference Services. By policy, the needs of the university come first. Outside groups receiving preference are those that share the educational goals of TCU. Regularly scheduled college and departmental programs do not require use of facilities application and approval.

Faculty or student membership in an organization does not necessarily make a meeting of such a group an integral part of the TCU program.

In order to ensure facility availability and university authorization, groups must submit an application to Conference Services. Written approval from Conference Services is required before a group publicizes the event and facilities.

Application for use of a facility should be made at least 30 days before a proposed event. Application forms are available from Conference Services, 3015 Merida Street, TCU Box 298310, (817) 257-7641 or online at www.tcuconferenceservices.com/forms.asp.

Conference Services will assist the project sponsor in working out details with the TCU representatives responsible for different facilities and services.

The use of Robert Carr Chapel for weddings is governed by a separate policy. Information regarding use of the chapel for weddings is available from the Office of Religious and Spiritual Life.

Editorial Services. The senior director and staff edit and produce the quarterly *TCU Magazine*, along with the magazine's website and other digital assets. This group drives the long-term vision surrounding increasing readership and utilizing new media. They also edit and produce *Endeavors*, TCU's faculty research magazine, while providing university-level content development and editing support as appropriate.

Office of Graphic Design. The creative director and staff handle the design and production of official university publications and digital projects. They also help units inside the university with their digital and print design needs, oversee the institution's visual identity standards and assist with requests for uses of the university logo and other official marks.

Although there is no charge for graphic design assistance, ordering departments must pay for printing, if needed. If ordering departments have not provided enough lead-time for the creative team to meet required deadlines, other options, including finding a freelancer, will be recommended to complete the project. External creative services will be hired at the requesting department's expense.

Stationery, business cards and mailing labels are ordered directly from TCU Printing Services.

Office of Project Management. This office manages the day-to-day workflow for all projects within the Marketing & Communication division, which include advertising, print collateral, Web and video production. The project manager is responsible for job intake, creating and maintaining project schedules, identifying priority projects for campus Marketing & Communication jobs and serving as the main point of contact for the status of projects. This office also oversees a digital asset management coordinator.

Office of Strategic Communications Management. This office oversees the following:

1. Media relations on behalf of the university - On matters related to official university business, faculty and staff should work directly with the associate director of strategic communications management and assistant vice chancellor for communications. Any media contact should be coordinated with the strategic communications office so that the communications staff can help maximize exposure and be fully aware of news media activities. Please note it is TCU's practice that external media must be escorted while on campus; therefore, advance notice of at least three days prior to their presence is required for the staff to coordinate schedules. Notification may be made at news@tcu.edu.
2. Crisis communications - The strategic communications management team drives the crisis communications plan that outlines roles, responsibilities and protocols that will guide the university in promptly and accurately sharing information with all audiences during an emergency situation. The plan's guiding principle is to communicate facts as quickly and transparently as possible to ensure the safety of the TCU community and the continued operation of essential services.
3. Internal communications - The senior manager develops strategies and compelling communications content channels to engage employees and drive understanding of TCU's strategic direction. *The senior manager works directly with key administrators and staff to develop messaging and supporting schedules and maintains the university's writing style guide, accessible at www.brand.tcu.edu.* This office publishes *TCU This Week*, the university's primary internal communications channel to reach faculty/staff/graduate students. News and information should be submitted to the senior manager for internal strategic communications or news@tcu.edu.

Additionally, this department serves as the university's communication liaison with neighborhood/homeowner associations adjacent to TCU.

University Marketing. This office is responsible for planning and executing institutional advertising campaigns and supporting administrative and academic units by helping to formulate marketing strategies that align with both university-level and unit-level positioning, branding and strategic priorities. It also provides oversight for marketing and communication coordinators assigned to certain schools and colleges.

University Operators. TCU's PBX Operators at TCU facilitate communications by operating the telecommunications system for the university. They serve as first point of contact for the greater TCU community, providing helpful customer service to support TCU's branding efforts.

Website & Social Media Management. This office coordinates the design and development of TCU websites, assists with rebuilding and maintaining current sites, and coordinates the development and implementation of Web policy, procedures and design standards. The office also oversees the university's social media presence and establishes related guidelines, as well as manages www.maps.tcu.edu and the central events calendar.

Ranch Management Program. Established in 1956, the Ranch Management Program provides professional training to meet the challenges of the dynamic and rapidly changing careers associated with agricultural resource management. This program provides intensive classroom instruction in basic principles of ranch management combined with extensive field study of all phases of the ranching industry. Students are selected by interview for the limited-enrollment program. Students may earn a Certificate of Ranch Management by completing the program during one academic year or a Bachelor of Science degree in Ranch Management by completing all of the requirements as set out in the *Undergraduate Studies Catalog*. A Graduate Certificate in Ranch Management is available to students who have previously earned a bachelor's degree with a cumulative 3.0 GPA. Please visit www.ranch.tcu.edu for more information.

Ranch Management also has an active alumni program with a quarterly newsletter, two annual reunions called "Roundups," counseling/consulting service, and up-to-date biographical information on former students. An active placement service provides job opportunities for alumni and current graduates from worldwide sources. The Program Director reports to the Dean of the College of Science & Engineering.

Religious and Spiritual Life. The Office of Religious and Spiritual Life (RSL) offers resources, programs and staff dedicated to supporting faith communities, religious expression and spiritual exploration throughout TCU. The University is affiliated with the Christian Church (Disciples of Christ), a denomination that values "true

community, deep Christian spirituality and a passion for justice.” In light of that, TCU is committed to respecting the dignity and beliefs of every individual and welcoming all of God’s people. RSL supports a vibrant religious life, including over 21 student religious organizations. Among our work, the following may be particularly helpful to faculty and staff:

Pastoral & Spiritual Care – The RSL team provides pastoral and spiritual care for students as well as the entire campus community that respects the beliefs of each person. Our goal is to provide a welcoming and safe space for individuals during times of trauma, crisis and grief or simply to discuss any number of life’s transitions. Chaplains are available for individual pastoral or spiritual care and small group programs are done in collaboration with the Counseling and Mental Health Center. To request an appointment or make a referral, please contact us at faith@tcu.edu or 817-257-7830.

Religious Accommodation and Support – whether students need assistance in connecting to one of our 21 student religious communities, finding a place of worship in the community, finding resources to practice their faith or with advocacy in learning how to make religious practices possible while on campus, RSL provides support, resources and information not only to students, but to the faculty and staff who support them. For questions about how to assist students in navigating religious accommodation requests on campus, please contact our office.

Resources and Programs – RSL provides programs, resources and opportunities to explore where matters of faith and belief intersect with college life particularly around these areas: 1) interfaith engagement and dialogue, 2) discerning values, beliefs and vocation, and 3) supporting spiritual wellness and health. In addition to speaking with classrooms, departments and workshops, ongoing programs such as This I Believe at TCU, Know Your Neighbor Nights, Better Together and the Annual Crossroads Lecture are just a few ways we engage these throughout the year.

Learn more online at www.faith.tcu.edu or visit us in Jarvis Hall. Contact us at faith@tcu.edu or 817-257-7830.

Robert Carr Chapel. Open to the entire campus community, Robert Carr Chapel was built and dedicated in 1952 thanks to a gift from the Carr family of San Angelo and the architectural design of Joseph R. Pelich. Recently renovated to be fully accessible and updated, the chapel continues to be a beloved place for worship, study and reflection as well as countless campus and community events.

The chapel is open to all students, faculty, staff and friends of the University except when previously scheduled services are held. Special university worship services throughout the academic year include Frogs First Chapel, Blessing of the Animals, Carols by Candlelight and Ash Wednesday among others. The chapel also is available for special services and occasions on campus

such as ceremonies, concerts, lectures and student organization events.

Weddings at the chapel are also a long-standing, beautiful tradition for over 65 years and can be scheduled by students, faculty, staff, alumni and members of the community. To reserve the chapel, contact chapel staff at 817-257-7831 or email chapel@tcu.edu.

Student Development Services. Student Development Services (SDS) maximizes students’ potential through individual and community development. SDS houses the TCU Leadership Center, TCU Student Organizations, TCU Transitions, Leaders for Life, Transfer Center, Model United Nations, Office for Community Engagement, and Parent and Family Programs. Visit www.sds.tcu.edu or the BLUU 2003 for more information.

TCU Leadership Center – The TCU Leadership Center offers a wide variety of leadership programs to meet the diverse needs of today’s students while being comprehensive enough to ensure a thorough exposure to leadership development, concepts and experiences. As TCU’s premier resource for leadership development, the TCU Leadership Center seeks to connect students with learning and opportunities to grow in their own leadership style and skill sets. Students may take advantage of the following programs through the TCU Leadership Center: Connections, Chancellor’s Leadership Program, Leadership Scholars Program, Lead NOW (Network of Women), Emerging Leaders, LeaderKids, Leadership Adventures, Global Leadership Experiences, LeaderShape, the StrengthsQuest assessment, and Celebration of University Leadership.

The objectives of the programs and opportunities we offer are to help students:

- identify and describe multiple leadership techniques, theories and models;
- articulate a coherent leadership style and philosophy;
- understand ethical decision-making processes and effective ways of working within teams;
- explore their competence with regards to the dimensions of difference and its impact on leadership processes;
- demonstrate application of leadership knowledge, skills and talents in diverse settings; and
- describe strategies to apply personal leadership style to facilitate positive change.

TCU Student Organizations – The mission of the office of TCU Student Organizations is to promote involvement that offers leadership development, social, cultural and educational programming. With more than 200 student organizations including academic and honorary societies, religious and service organizations, and national fraternities and sororities, students are offered a wide range of opportunities to expand their interests, enhance their academic experience, develop leadership skills and meet new friends.

Community Engagement - TCU students, faculty and staff are involved in community service on an organizational and individual basis. Community Engagement

works to foster social responsibility and lifelong learning through community-based partnerships, and provides curricular and co-curricular opportunities that prepare students to be engaged citizens and global leaders working toward social justice.

Information and materials are available to guide groups and individuals in planning, implementing and reflecting upon service experiences. Community Engagement also provides assistance in identifying appropriate community agencies for service-learning and volunteer opportunities.

Students are invited to participate in structured community service programs, sign up for service-learning courses or join student service organizations.

Leadership positions are available for programs such as the GO Center and TCU Day of Service. Other opportunities for leadership engagement include a cohort program that prepares students to become agents of change (Fort Worth Fellows) and internships at local non-profits (Public Service Consulting Corps). To get involved in service, call 817-257-7855.

TCU Transitions - TCU Transitions is an interdisciplinary and collaborative venture aimed at addressing dimensions and developmental growth of students throughout the college experience, from admission to graduation.

TCU Transitions identifies and coordinates activities, resources, and programs that address one of three periods during the undergraduate experience (the first year experience, the sophomore and junior year experience and the senior year experience), TCU Transitions aims to:

- Foster identity and vocational development
- Cultivate autonomy and decision making congruent with one's values
- Promote class year identity
- Create the understanding that community is built and sustained through developing a sense of personal and social responsibility

In addition, each class designated by its graduation year is assigned a Class Dean who remains with the class through the four years of the traditional college experience. The Class Dean serves as a point of contact for all members of the class. When a student does not know where to go or who to contact about anything in the TCU experience, the Class Dean is ready to help.

First Year Experience Programs:

The First Year Experience at TCU believes that every student comes to TCU with high potential. Who they meet, what they do and how they think determines what they become. The First Year Experience office connects students with the people, programs and resources they need to be successful at TCU and beyond. First Year Experience signature programs are Orientation, Frog Camp, Frogs First and Connections.

- Orientation is designed to assist new students and families with the transition to University life by providing essential information and helping students meet new and continuing students, faculty, and staff.

While at Orientation, students meet with an academic advisor and register for the first semester of classes.

- Frog Camp is a three-to-eight day experiential retreat that immerses new students in TCU history and traditions, helps them establish new friendships, and guides them to acquiring the skills they need to be successful in college. Along with upper division students and members of the faculty or staff, Frog Campers find out what it means to be Horned Frogs, and along the way forge lasting bonds and friendships.
- Frogs First is a four-day event prior to the start of classes and serves as the official non-campus welcome for new students. Frogs First is comprised of the Chancellor's Assembly, Common Reading, Need 2 Know, and a student organizations fair where students can learn more about the 200+ clubs and organizations on campus. Students will also have the opportunity to have dinner with a faculty/staff member over the weekend. New Horned Frogs are led through the weekend by Frogs First Leaders. Frogs First welcomes students to their new home.
- Connections is a joint First Year Experience and Leadership Center leadership program in the fall designed to help new students transition successfully to college life while beginning to understand their leadership style.

Sophomore & Junior Year Experience

Programs - The sophomore and junior year of college mean profound change. While the first year of college is a time of newness, excitement and exploring all the college environment has to offer, years two and three brings a need to begin focusing on a smaller set of concerns:

- deepening relationships with selected peers, staff and faculty;
- discovering and naming what's important and how that fits into one's emerging identity;
- wrestling with questions of major and career;
- developing personal competence, a sense of autonomy, and tools and strategies for resilience

TCU participates in continual research and development of efforts to increase student success, retention and persistence towards graduation including learning assistance, financial literacy and mentoring, based on appropriate student development theories and models. TCU supports students during their transition in and through college via a variety of programs and services, including the Sophomore Pinning Ceremony, Mission Statement Scholarships, the Sophomore Getaway weekend retreat, and various other opportunities throughout the year.

Student Success - TCU supports students through various initiatives to holistically increase success and persistence through their time at TCU. Team members collaborate across campus to perform research, create and maintain data, develop efforts on campus, examine policies and procedures and provide one-on-one support to students through Student Success Coaching, the Advance Registration Campaign and exit surveys and interviews.

Senior Year Experience Programs - Seniors are learning to cope with personal adjustments associated with transition from college to post college life. They are working towards achieving meaningful closure of their college experiences, reflecting on all they have done, recognizing their successes, celebrating accomplishments, and preparing to enter their lives beyond TCU as ethical leaders and responsible citizens.

The Senior Year Experience (SYE) assists in this process by coordinating programs such as the fall semester welcome-back event Senior Splash, the post-college prep workshops of Senior Launch, the Last Lecture Series that honors the class' favorite professors, Senior Send-Off, an off-campus retreat full of fun and reflection on the undergrad experience, and Senior Speak-Up in which five exceptional members of the class reflect on the most significant moments of their TCU experience. SYE also collaborates with key stakeholders for seniors, including TCU Career Center, Alumni Relations, and Advancement to support programs such as the Ring Ceremony in the fall, Senior Legacy and the Senior Toast.

Leaders for Life – Leaders for Life (L4L) is a four-year co-hort based program designed to provide underrepresented students with the tools to be successful both in and out of the classroom. Leaders for Life is comprised of several components, including mentorship from faculty, staff and current students, leadership programming, retreats, and the opportunity to chronicle the student experience through a FrogFolio.

Transfer Center – Located in the BLUU, suite 2003, the Transfer Center provides resources, a study space and student mentors to help with a successful transition into TCU. Additionally, the Transfer Connection Space in the GrandMarc allows transfers and veterans to enjoy study space and computer access on the east side of campus.

Model United Nations - The award-winning Model United Nations program at TCU is a joint program of Student Development Services and the Department of Political Science. It provides students the opportunity to simulate the workings of the United Nations as representatives of the U.N. member-states. In their capacity as delegates to model U.N. conferences, students research the policies of their designated country on a variety of topics, including international trade and development, terrorism, international conflict, weapons of mass destruction, human rights and the environment. Participation in conferences also helps students improve their negotiating, public speaking and writing skills.

TCU Parent and Family Programs – TCU Parent and Family Programs benefit parents and guardians in numerous ways:

- Assist parents in the transitional experiences related to beginning college;
- Provide resource information to keep parents informed about and involved with the University;
- Provide support for University programs and activities; and
- Create a partnership between families and the University

These goals are met through presentations to prospective parents, parents attending Orientation, a website, a Facebook page, and personal contact through emails and phone calls.

TCU Parent Council - Started in 1986, the TCU Parent Council, involves approximately 50 families who meet on campus once per semester or twice annually to discuss issues surrounding the academic and co-curricular activities at TCU. In addition to receiving information, these parents provide feedback to University administrators, serve as ambassadors to parents within their own communities and assist with University initiatives.

TCU Parents Association - The TCU Parents Association is open to parents and guardians of all TCU students. It acts as a resource to inform, connect, engage, and empower parents to support the successful development of all TCU students and to affirm the mission of the University. Parents are encouraged to join the parent-run Parents Association either through a donation and/or getting involved. Parents may also “talk” with other TCU parents by joining the TCU Parents Association Facebook page. Information about these programs and other resources may be found at www.sds.tcu.edu/parent-family/.

Student Media. TCU student media covers the TCU campus and community and serves as a digital-first teaching laboratory newspaper effort for the Department of Journalism. Students work across platforms to produce several news products: the flagship website tcu360.com; *The Skiff* weekly newspaper; the weekly television programs *TCU News Now* and *TCU Sports Now*; *Image* magazine; and 109.org, a hyperlocal news website that covers the 76109 zip code (which surrounds the TCU campus). Politifrog.com, a website that examines politics and policy from the student perspective; *The Leap*, *Unscripted* and *Young Voices* are webcasts housed on tcu360.com; *Image* is a student magazine.

If you desire campus awareness for some project, program or personality, email the editor-in-chief at editor@tcu360.com or the news editors at 360@tcu360.com. Professor Jean Marie Brown is the director of student media. She can be reached at ext. 4241 or j.brown5@tcu.edu.

TCU Police. TCU Police Department provides police service on property owned or controlled by Texas Christian University. All officers are licensed and certified as peace officers by the State of Texas. The TCU Police Department has full investigative responsibility and arrest authority for offenses occurring within their jurisdiction. The department assists other police agencies on request and performs other safety and security related services to students on and immediately surrounding the TCU campus. The department conducts foot, bicycle, and vehicle patrols 24 hours a day throughout the year. The department's civilian security provide additional surveillance on campus. The Student Escort Service

(Froggie Five-0) provides security escorts for campus community members between the hours of 8 p.m. and 1 a.m. during the fall and spring semesters. Police officers may provide escorts at any time. Contact police dispatch at 7777 to arrange an escort.

TCU Press. An academic publisher housed under the Mary Couts Burnett Library and located on campus, TCU Press publishes 15-20 books a year and the journals *descant* and *The Boller Review: A TCU Journal of Undergraduate Research and Creativity*. The first book to carry the TCU Press imprint, Dean Colby Hall's *History of Texas Christian University*, was published in 1947. Two decades later, in 1966, the Board of Trustees formally established TCU Press for the purpose of publishing scholarly and creative work. As an academic publisher, its primary purpose is to contribute to the University's core mission of discovering, developing and disseminating knowledge. As a vibrant state and regional publisher, TCU Press primarily focuses on the history, literature and culture of Texas and the American West. A number of its books have won major awards and have often been featured at the Texas Book Festival. It is a member of the Association of University Presses and the Texas Book Consortium, whose membership includes several other university and commercial presses.

University Unions (www.union.tcu.edu). The Brown-Lupton University Union (BLUU) is at the heart of the Campus Commons. Entertainment, educational, and

conference events take place in the Union throughout the year. The BLUU is home to 14 meeting rooms, the Horned Frog Ballroom, a 300-seat auditorium, the TCU post office, the Spirit Store and food service venues – Market Square, Chick-fil-A @ 1873 and Union Grounds Coffee Shop. The BLUU also houses the Heritage Center, a student activities area, the Chancellor's Dining Room and the Governance Chamber. The information desk, located within the Heritage Center, offers notary service and the campus lost and found. For more information, call 817-257-7927.

The King Family Commons, located in the Worth Hills residential area, offers students and other University community members a place to relax, eat and study with inside and outside seating. Second-floor conference rooms may be used by all members of the campus community for meals and meetings. Four food venues provide for a variety of dining options – The Press, a coffee shop featuring panini sandwiches; O'Brien's, a hamburger and grilled sandwich shop; Caliente, a fresh Mexican food stand; and Magnolia's bistro featuring allergen-free food for seven of the most common food allergies. The King Family Commons building also houses the off of Fraternity and Sorority Life. The information desk hosts a print station. For more information, call 817-257-4021.

FACULTY SECTION

CONSTITUTION OF THE FACULTY ASSEMBLY AND FACULTY SENATE

ARTICLE I. THE FACULTY ASSEMBLY

Section 1. Function of the Faculty Assembly

A. The Faculty Assembly is the organization of the whole faculty. Its major function is to facilitate and encourage communication in three areas: within the University; among the several schools and colleges; and among the faculty, students, administrative officials and the Board of Trustees.

B. The Faculty Assembly may be convened to hear reports on the state of the University from the Chancellor or other administrative officials.

C. The Faculty Assembly may be convened to permit members to direct questions to the Chancellor or other administrative officials or to the Chair of the Faculty Senate.

D. The Faculty Assembly may discuss any University policy or practice and express its opinion thereon to the Chancellor or other appropriate administrative officials or under unusual circumstances to the Board of Trustees.

Section 2. Composition and Voting Rights

A. Composition. The Faculty Assembly consists of members and associate members.

B. Members. Full-time faculty are members of the Faculty Assembly with the right both to participate in deliberations and to vote.

C. Associate Members. Part-time faculty are associate members of the Faculty Assembly with the right to participate in deliberations but without the right to vote.

Section 3. Officers

A. The Chair of the Faculty Senate shall serve as Chair of regular meetings of the Faculty Assembly and special meetings except those called at the request of the Chancellor or Provost/Vice Chancellor responsible for academic programs.

B. The Chancellor or someone designated by him/her shall preside at special meetings of the Faculty Assembly called by the Chancellor.

C. The Provost shall preside at meetings called by him/her.

D. The Secretary of the Faculty Senate shall serve as Secretary of the Faculty Assembly.

ARTICLE II. THE FACULTY SENATE

Section 1. Functions and Duties

A. The Faculty Senate is the representative body of the Faculty Assembly designed primarily to express the views of the teaching and research members of the faculty. Actions of the Faculty Senate shall be subject to review by the Faculty Assembly, and may be revoked at a meeting of the Faculty Assembly by a majority vote of the members present and voting.

B. The Faculty Senate may discuss and express its views upon any matter affecting the University.

1. The Faculty Senate shall have the power to review and evaluate the educational policies, degree requirements,

and curricula, questions with regard to academic freedom, student-faculty relations, faculty-administration relations, and practices of the University and may make recommendations concerning these issues through appropriate channels.

2. The Faculty Senate may review admissions policies, research contracts policy, student behaviors policies, athletic policies, and broad financial policies and make recommendations to the Administration, University Council, House of Student Representatives, and under unusual circumstances, to the Board of Trustees.

C. The Faculty Senate adjudicates and forwards honorary degree recommendations to the Chancellor. (See Faculty Senate Handbook, Appendix 1.0 for criteria and guidelines.)

D. The Faculty Senate may establish such committees and subcommittees as it chooses to aid in the performance of its duties and may invite persons who are not members of the Senate to serve on these committees and subcommittees.

Section 2. Membership

A. Elected Members.

1. Membership shall be by general election of the faculty.

2. Only full-time faculty members with the academic rank of Instructor or higher and whose duties include more than half-time teaching and/or research shall be eligible for election to the Faculty Senate.

3. There shall be members representing all schools and colleges.

B. The immediate past Chair of the Faculty Senate (if not otherwise an elected member of the Senate) shall be an *ex officio* member of the Faculty Senate with the right to participate fully in the deliberations and to vote.

C. The Chancellor of the University and the Provost shall be invited to attend meetings of the Faculty Senate at the discretion of the Faculty Senate Executive Committee.

D. Election of members to the Faculty Senate, in consultation with the Governance Committee, shall be administered by a Faculty Election Committee, composed of the Executive Committee of the Faculty Senate.

Section 3. Officers

A. The Officers of the Senate shall be the Chair, Chair-elect, Past-chair, Secretary, Assistant Secretary and Information Officer. As a general guideline, officers shall be from different colleges or schools.

B. The Chair-elect, Secretary, and Assistant Secretary and Information Officer shall be elected by the Senate at the last meeting of the academic year and the term of office shall be one year. The incumbent Chair-elect shall become Chair. The Governance Committee, in consultation with the Faculty Election Committee, shall serve as the nominating committee for all officer elections.

Section 4. Committees

A. Executive Committee. The Executive Committee of the Faculty Senate shall consist of the Chair, the Secretary, the Chair-elect, the Assistant Secretary, Information Officer and the immediate Past-chair.

B. Consultative function of the Faculty Senate Executive Committee. Among regular duties, the Faculty Senate Executive Committee will, as appropriate, consult with the Chancellor and other administrative officers and, under unusual circumstances, the Board of Trustees on matters of general University concern, including faculty grievance appeals or conflict resolution requests. The Faculty Senate Executive Committee shall meet with the Chancellor at his/her request, or upon request of a majority of the members of the Faculty Senate Executive Committee, or by direction of the Senate. No formal votes shall be taken at such consultations, nor shall any action occur that might commit the Senate against its will.

C. Committee on University Committees. A Committee on University-wide Committees shall be appointed by the Executive Committee in session. It shall consist of one Senator from each of the schools, colleges and divisions that elect Senators. This committee shall nominate to the proper appointing authorities faculty members of committees established by the Senate, the Administration, or the Student Body. Faculty members so nominated are not required to be elected members of the Senate.

D. Other Committees of the Faculty Senate shall be appointed by the Faculty Senate Executive Committee, as it deems necessary.

Section 5. Bylaws

Unless otherwise herein provided, the Senate may adopt its own regulations, bylaws, and rules of order.

ARTICLE III. AMENDMENTS

Amendments to this Constitution may be proposed by the Faculty Senate or by any member of the Faculty Assembly. Whether voting is done by e-ballot or a convened meeting, twenty percent (20%) of full-time faculty shall constitute a quorum. Amendments shall become effective when approved by a two-thirds majority of the Faculty Assembly voting thereon by e-ballot, mail ballot, or paper ballot, and upon ratification by the Board of Trustees. Adequate written notice of the proposed amendments shall be given to the members of the Faculty Assembly.

ARTICLE IV. RATIFICATION

The provisions of the Constitution shall become effective upon adoption by a majority of the Faculty Assembly voting thereon by e-ballot or mail ballot, and upon approval by the Board of Trustees of Texas Christian University.

BYLAWS OF THE FACULTY ASSEMBLY AND FACULTY SENATE

ARTICLE I. THE FACULTY ASSEMBLY

Section 1. Meetings

A. Regular Meetings. The Faculty Assembly shall meet as necessary.

B. Special Meetings. The Chair of the Faculty Senate shall call a Special Meeting of the Faculty Assembly at any time upon the request of the Chancellor, the Provost, the Executive Committee of the Faculty Senate, a majority of the Faculty Senate, or the written request of thirty members of the Faculty Assembly.

C. Twenty percent (20%) of full-time faculty shall constitute a quorum.

ARTICLE II. THE FACULTY SENATE

Section 1. Meetings

A. Regular Meetings. The Faculty Senate shall hold a minimum of four regular meetings each year.

B. Special Meetings. The Chair of the Senate may call special meetings of the Senate and shall do so upon the written request of the elected members of the Senate. The Senate may hold an executive session when matters of a confidential nature are being considered; only regularly elected Faculty members may attend unless the Senate votes to invite others.

C. A quorum shall consist of a simple majority of the membership.

D. The Senate may vote on motions per electronic vote (e-ballot) if a face-to-face Senate discussion has been held but final details on an issue need to be clarified and communicated to Senators. E-balloting may also occur if special circumstances exist.

E. Visitors. Members of the faculty may attend Faculty Senate meetings; the Chair of the Senate may invite others to attend.

Section 2. Functions and Duties

A. The agenda for each meeting of the Faculty Senate shall be distributed by email to all members of the Faculty Assembly one week prior to each Senate meeting.

B. Summary of Faculty Senate meetings shall be distributed by email to all members of the Faculty Assembly within a week after each Senate meeting.

Section 3. Membership and Elections

A. Members represent the academic units that constitute TCU: AddRan College of Liberal Arts, M.J. Neeley School of Business, Bob Schieffer College of Communication, College of Education, College of Fine Arts, Harris College of Nursing & Health Sciences, College of Science & Engineering, John V. Roach Honors College, School of Interdisciplinary Studies and the TCU & UNTHSC School of Medicine.

B.1. For the purpose of determining Senate representation, faculty members will be counted only in the academic units of their primary appointments. One Senator will be allocated for every nine-full time faculty in each academic unit, with a minimum of one Senator per unit. An additional Senator will be allocated for five or more full-time faculty beyond multiples of nine.

2. When an academic unit has fewer than five full-time faculty members, the unit's full-time faculty members may choose to elect a full-time faculty member from outside their unit to represent them. The faculty member must meet all standard criteria for serving as a Senator. A faculty member may not serve simultaneously as a Senator from his/her unit of appointment and another unit.

C. Term of Office and Elections

1. The Faculty Election Committee (Constitution

II.2.D) shall have the following duties:

a. determine who is eligible to vote for and to serve on the Faculty Senate;

b. oversee the election process;

c. determine, every three years, the apportionment of Senators to colleges based on the official faculty list received from the Office of the Provost;

d. appoint Senators for academic units unable to fill their allocated seats or which have Senators have resigned.

e. appoint Senators to serve temporarily while elected Senators are on leave or otherwise unable to fulfill their duties.

f. strive to maintain proportional distribution among academic units.

2. The term of office of elected senators shall be three years; appointed Senators shall complete the term to which they were appointed.

3. It is recommended that the elections shall proceed as follows:

a. By the seventh week of spring semester, the Faculty Election Committee shall contact by

email all eligible faculty requesting their response concerning willingness to serve on the Senate.

b. By the ninth week, a list of candidates for each academic unit from all the names of that unit's willing faculty will be created and electronically sent to that unit. Voting instructions shall specify that a valid ballot will contain votes up to the number of open positions in the unit.

c. The Faculty Election Committee resolves any inconclusive election in an academic unit by conducting a second election. The second ballot shall consist of at least one more candidate than the number of seats to be filled. These candidates shall be those who previously received the most votes. Any inconclusive results of a second election shall be resolved by the Faculty Election Committee.

d. Election results will be announced by email to the faculty by the twelfth week of the spring semester.

Section 4. Officers

A. Eligibility. Any Senator who has served during the current academic year is eligible for nomination.

B. Officers of the Senate shall be the Chair, Chair-Elect, Secretary, Assistant Secretary, Information Officer and immediate Past-chair.

C. A preliminary slate of officers for election shall be presented at the next to last Senate meeting of the spring semester to allow for additional nominations.

D. Election by secret ballot shall take place at the last meeting of the academic year.

E. Vacancies. In the event of a vacancy in the office of Chair, the Chair-elect becomes Chair, and a new Chair-elect is elected by the Senate. In the event of a vacancy in the offices of Chair-elect, Secretary, Information Officer or Assistant Secretary, a replacement is elected by the Senate. Election of officers to fill these vacancies shall be administered by the Faculty Election Committee through email ballot within 30 days of the occurrence of the vacancy.

Section 5. Faculty Senate Executive Committee (FSEC)

A. The FSEC shall serve as the Election Committee of the Faculty Senate.

B. The FSEC shall appoint and notify the membership of Senate Standing Committees, prior to the first meeting of the academic year, giving due consideration to Senators' preferences and the needs of the Senate.

C. In consultation with committee chairpersons, the FSEC shall develop any specific charges given to Faculty Standing Committees each year prior to the first meeting of the academic year or as necessary.

D. The FSEC shall serve as the screening committee in bringing forward names of nominees for honorary degrees to the Senate for a vote. The FSEC shall then forward any approved recommendations to the Chancellor (see Constitution, Art. II, sec. 1C and Faculty Senate Handbook, Appendix 1.0 for criteria and guidelines).

E. The FSEC, in consultation with the Provost, shall plan the agenda of any Faculty Assembly meetings.

F. The FSEC may act on behalf of the Senate on matters which in its opinion cannot be deferred until the next regular Senate meeting.

G. The FSEC and the Senate Chair shall circulate to the Faculty an end-of-year summary of Senate activity in the month of May.

Section 6. Standing Committees

The Faculty Senate shall have the following Standing Committees:

A. The Academic Excellence Committee shall propose and monitor solutions to issues of rigor, innovations and creativity in order to sustain academic excellence in the University.

B. The Committee on University Committees shall solicit faculty preferences and nominate faculty for membership on all University committees, review committee charges and memberships, and provide orientation to, assessment and oversight of University committees.

C. The Educational Evaluation Committee shall represent faculty interests on issues of 1. Evaluating teaching quality, and 2. Teaching support, including instructional technology, training and classroom and online environments.

D. The Faculty Relations Committee shall monitor the effectiveness of University policies on faculty conditions of employment and work environment, tenure, promotion, and grievance, and serve as liaison with Human Relations on faculty benefits and compensation.

E. The Governance Committee shall monitor and revise when needed the Faculty Senate and Faculty-Staff Handbooks, work jointly with the Executive Committee on Senate elections, and monitor the function of the Faculty Senate by recommending changes to improve its governance and effectiveness.

F. The Student Relations Committee shall represent the Faculty Senate on matters involving student concerns, consult with Student Affairs and Academic Affairs, and review strategies to maintain student participation in shared governance.

Section 7. Other Senate Responsibilities

Faculty Senate representation to other bodies shall include the following:

A. The University Budget Advisory Committee (UBAC) shall have three Senate representatives elected by, and from, the Senate. The Senate Chair-elect, who will serve a one-year term, shall automatically fill one position. The other two positions shall be elected, by written ballot, at the May Senate meeting, to serve three-year terms.

B. Faculty Senate representation on the Heritage, Mission, Vision, and Values Committee (HMOVV) serving the TCU Core Curriculum will have Senate representation in accordance with the HMOVV Charter, shall consist of two members elected by, and from, the Senate. The two elected representatives shall be elected, by written ballot, at the last meeting of the academic year. The Committee

on University Committees shall nominate the remaining faculty.

C. When Senate representation is needed in groups not under the responsibility of the Committee on University Committees, the FSEC may appoint such representatives.

FACULTY SENATE EXECUTIVE COMMITTEE 2019-20

| | |
|------------------------------------|-------------------|
| Chair – Clark Jones | Biology |
| Past Chair – Greg Stephens | Mgmt & Leadership |
| Chair Elect – Sean Atkinson | Music |
| Secretary – Jan Quesada | Religion |
| Asst. Secretary – Greg Friedman | Mathematics |
| Information Officer – Krista Scott | Theatre |

MEMBERSHIP LIST 2019-20

AddRan - Humanities & Social Sciences

David Bedford (SPAN, 2021)
Kendra Bowen (CRJU, 2020)
J. Sage Elwell (RELI, 2020)
Dan Gil (ENGL, 2020)
Hanan Hammad (HIST, 2020)
Jill Havens (ENGL, 2022)
Hadi Hosainy (HIST, 2022)
Alex Lemon (ENGL, 2020)
John Lovett (ECON, 2021)
Michele Meitl (CRJU, 2021)
Joddy Murray (ENGL, 2022)
Johnny Nhan (CRJU, 2020)
Santiago Piñon (RELI, 2020)
Jan Quesada (RELI, 2022)
Marie Schein (MOLA, 2021)
Adam Schiffer (POSC, 2020)

Business

Suzanne Carter (MANA, 2022)
Stacy Grau (ENTR, 2021)
Ted Legatski (ENTR, 2021)
Thomas Moeller (FINA, 2022)
Jeff Moore (FINA, 2020)
Karen Nelson (ACCT, 2020)
Ranga Ramasesh (INSC, 2021)
Gregory Stephens (MANA, 2022)
Patricia Walters (ACCT, 2020)
Barbara Wood (FINA, 2021)

Communication

Joshua Bentley (STCO, 2022)
Andrew Ledbetter (COMM, 2021)
Joan McGettigan (FTDM, 2020)
Chris Sawyer (COMM, 2021)
Qinghua Yang (COMM, 2022)

Education

Hayat Hokayem (EDUC, 2022)

Steve Palko (EDUC, 2021)
Brandy Quinn (EDUC, 2020)

Fine Arts

Sean Atkinson (MUSI, 2021)
Jessica Fripp (ARHI, 2021)
San-ky Kim (MUSI, 2022)
Albert Marichal (ARGD, 2020)
Till Meyn (MUSI, 2020)
Krista Scott (THEA, 2020)
Laura Singletary (MUSI, 2022)
Alyssa Stewart (FAME, 2020)
Amy Stewart (MUSI, 2022)
Timothy Watkins (MUSI, 2021)

Honors

Dan Williams (HOCO, 2022)

Nursing & Health Sciences

Lisa Bashore (NURS, 2022)
Phil Esposito (KINE, 2020)
Pam Frable (NURS, 2022)
Diane Hawley (NURS, 2021)
D. Lynn Jackson (SOWO, 2020)
Katie Lauve-Moon (SOWO, 2022)
Laurel Lynch (COSD, 2021)
Hylda Nugent (NRAN, 2022)

Tee Tyler (SOWO, 2022)

School of Medicine

Eric Gonzales (Medical Education, 2022)

Science & Engineering

Kat Barger (PHYS, 2020)
Art Busbey (SGEE, 2021)
José Carrión (MATH, 2019)
Greg Friedman (MATH, 2020)
Omar Harvey (SGEE, 2021)
Emily Herzig (MATH, 2020)
Marlo Jeffries (BIOL, 2022)
Kevin Johnson (RAMA, 2020)
Clark Jones (BIOL, 2022)
Morgan Kiani (ENGR, 2020)
Dennis Ledis, (MATH, 2020)
Michael Sawey (BIOL, 2020)
Michael Scherger (COSC, 2020)
Eric Simanek (CHEM, 2022)

UNIVERSITY COUNCIL

In general, all major academic matters involving policy, development of programs, degree offerings, calendar and some aspects of student life fall within the purview of the University Council. Matters that cannot be resolved by other committees and recommendations of the Graduate Council and Undergraduate Council may be submitted to the Council for review and decision. Responsibilities include, but are not limited to, the following:

- academic calendar including final examination scheduling, class recesses, registration periods, and related issues;
- graduation requirements for all degrees including grading policies and computation of GPA, residency requirements, semester-hour credit requirements, transfer credit, and thesis/dissertation requirements;
- academic policies governing all students such as Final Examination Policy, Academic Conduct Policy, Student-Initiated Withdrawal Policy, Academic Probation & Suspension Policy, and use of the Q symbol;
- policies governing retention and progression of students in academic programs;
- curriculum requirements including proposed changes in the TCU Core Curriculum Requirements and related school/college requirements, proposed addition or deletion of degree programs, and proposed (significant) programmatic changes;
- annual review of all international consortia relationships and education contractual agreements;

- such matters as brought to the Council by the Provost/Vice Chancellor for Academic Affairs.

Faculty membership on University Council is normally restricted to full-time faculty, excluding lecturers.

Council Membership for 2019-20

Chair: Susan Mace Weeks, Vice Provost

Secretary: Shelia Williams, Executive Assistant to the Provost

| <u>Elected Members:</u> | <u>Term Exp.</u> |
|---|------------------|
| Ariane Balizet (AddRan-Humanities) | 2021 |
| Sean Crotty (AddRan-Social Sciences) | 2020 |
| Audra Boone (Business) | 2021 |
| Tricia Jenkins (Communication) | 2021 |
| Michael Faggella-Luby (Education) | 2022 |
| David Begnoche (Fine Arts) | 2020 |
| James Petrovich (HCN & Health Sciences) | 2022 |
| Bob Bittle (Science & Engineering) | 2022 |
| Jesús Castro-Balbi (At-Large Member) | 2020 |
| Chris Sawyer (At-Large Member) | 2020 |

Ex Officio Members:

| |
|---|
| Andrew Schoolmaster (AddRan) |
| Daniel Pullin (Business) |
| Kristie Bunton (Communication) |
| Jan Lacina (Education) |
| Richard Gipson (Fine Arts) |
| Chris Watts (Nursing & Health Sciences) |
| Phil Hartman (Science & Engineering) |

Karen Steele (Interdisciplinary Studies)
 Floyd Wormley (Graduate Studies)
 Stuart Flynn (School of Medicine)
 Diane Snow (Honors)
 Mary Kincannon (Registrar)
 Kathy Cavins-Tull (Student Affairs)
 June Koelker (Library)
 Chris Hightower (Institutional Effectiveness)

Student Members:
 President of the Student Government Association –
 Josh Witkop
 Vice President of the Student Government Association –
 Ryan Chandler
 Graduate Student Member – Tim Ballingall

GRADUATE COUNCIL

In general, the Graduate Council reviews and recommends policies and practices pertain to graduate academic affairs; reviews and acts on all graduate curricula changes (courses and programs) emanating from the school/colleges or the Office of Graduate Studies and Research; periodically reviews graduate programs for consistency within the University's mission and individual program integrity. Recommendations of the Graduate Council will be forwarded to the Provost/Vice Chancellor for Academic Affairs for review and approval or referral to the University Council as appropriate.

Responsibilities include but are not limited to the review and recommendation as appropriate of the following:

- unit course offerings (including additions/deletions) applicable to degree and certificate programs: note that 5000-level courses are considered both graduate and undergraduate;
- addition or deletion of majors;
- addition or deletion of degree programs;
- requirements for masters and doctoral degrees;
- policies governing program admission and continued matriculation;
- graduate grading policies and practices;
- criteria for graduate financial aid;
- criteria and procedures for appointment to the Graduate faculty;
- such matters as brought to the Council by the Provost/ Vice Chancellor for Academic Affairs.

Faculty membership on Graduate Council is normally restricted to full-time faculty, excluding lecturers. In order to serve on the Graduate Council, an individual must be a member of the Graduate Faculty.

Council Membership for 2019-20

Chair: Floyd Wormley, Associate Provost for Research & Dean of Graduate Studies

| <u>Elected Members:</u> | <u>Term Exp.</u> |
|--|------------------|
| Brad Lucas (AddRan-Humanities) | 2020 |
| John Harvey (AddRan-Social Sciences) | 2021 |
| Steve Mann (Business) | 2022 |
| Lindsay Ma (Communication) | 2022 |
| Hayat Alhokayem (Education) | 2020 |
| Nick Bontrager (Fine Arts) | 2021 |
| Nada Elias-Lambert (Nursing & Health Sciences) | 2021 |
| John Horner (Science & Engineering) | 2020 |

| <u>Appointed Members:</u> | |
|--|------|
| Darren Middleton (AddRan-Humanities) | 2020 |
| Kendra Bowen (AddRan-Social Sciences) | 2020 |
| Pat Walters (Business) | 2022 |
| Catherine Coleman (Communication) | 2021 |
| Taryn Allen (Education) | 2022 |
| Ann Gipaon (Fine Arts) | 2022 |
| Emily Lund (Nursing & Health Sciences) | 2021 |
| Eric Hanson (Science & Engineering) | 2021 |

| <u>Ex Officio Members:</u> | |
|---|--|
| Peter Worthing (AddRan) | |
| David Allen (Business) | |
| Julie O'Neil (Communication) | |
| Robin Griffith (Education) | |
| Joseph Butler (Fine Arts) | |
| Debbie Rhea (Nursing & Health Sciences) | |
| Magnus Rittby (Science & Engineering) | |
| Mary Kincannon (Registrar) | |
| Graduate Student Member: Tim Ballingall | |

UNDERGRADUATE COUNCIL

In general, the Undergraduate Council reviews and recommends policies and practices pertaining to undergraduate academic affairs; reviews and acts on all undergraduate curricula changer (courses and programs) emanating from the schools/colleges; periodically reviews

under-graduate programs for consistency within the University's mission and individual program integrity. Recommendations of the Undergraduate Council will be forwarded to the Provost/Vice Chancellor for Academic Affairs for review and approval or referral to the University Council as appropriate.

Responsibilities include but are not limited to the review and recommendation as appropriate of the following:

- unit course offerings (including additions/deletions) applicable to degree and certificate programs; note that 5000-level courses are considered both undergraduate and graduate;
- addition or deletion of majors and minors;
- addition or deletion of degree and certificate programs;
- requirements for bachelor's degrees;
- policies governing program admission and continued matriculation;
- undergraduate grading policies and practices;
- policies involving credit by examination, experiential learning and other nontraditional course credit experiences;
- such matters as brought to the Council by the Provost/Vice Chancellor of Academic Affairs.

Eligibility for membership on Undergraduate Council is normally restricted to full-time faculty, excluding lecturers.

Council Membership for 2019-20

Chair: Mike Butler, Associate Dean of AddRan College of Liberal Arts

| <u>Elected Members:</u> | | <u>Term Exp.</u> |
|---------------------------|-----------------------------|------------------|
| Joseph Darda | (AddRan-Humanities) | 2020 |
| Brie Diamond | (AddRan-Social Sciences) | 2022 |
| Laura Meade | (Business) | 2020 |
| Melita Garza | (Communication) | 2020 |
| Cynthia Savage | (Education) | 2022 |
| Lydia Mackay | (Fine Arts) | 2022 |
| Lynn Flahive | (Nursing & Health Sciences) | 2021 |
| Doug Ingram | (Science & Engineering) | 2021 |
| <u>Appointed Members:</u> | | |
| Mark Dennis | (AddRan-Humanities) | 2022 |
| Lisa Vanderlinden | (AddRan-Social Sciences) | 2020 |
| Tracey Rockett | (Business) | 2022 |
| Jada Stevenson | (Science & Engineering) | 2021 |

TCU CORE CURRICULUM HERITAGE, MISSION, VISION AND VALUES COMMITTEE

The Heritage, Mission, Vision and Values Committee is a Faculty Senate Committee that vets courses for the Heritage, Mission, Vision and Values (HMOVV) Curriculum and that works with other constituencies to develop assessment procedures for the HMOVV Curriculum. Committee membership is a combination of Faculty Senators and the faculty at large. For further information about the Committee, including its Charter, please consult the Committee's Web page at the following address: www.hmvv.tcu.edu.

Committee Membership for 2019-20

From the Faculty Senate:

Jan Quesada, Past Chair (AddRan)
José Carrión (Science & Engineering)

From the Faculty at Large:

Layne Craig (AddRan)
Claire Sanders (AddRan)
Suzy Lockwood (Nursing & Health Sciences)
Blaise Ferrandino (Fine Arts)
Eric Simanek (Science & Engineering)

Ex Officio:

Ed McNertney (Director, TCU Core Curriculum)

RESEARCH COMMITTEES

INSTITUTIONAL ANIMAL CARE AND USE

(IACUC) - The IACUC oversees TCU's animal care and use program, which includes the review and approval of animal use activities and inspections of animal facilities.

Committee Membership for 2019-20

| | |
|------------------------------------|------|
| Dean Williams, Chair (BIOL) | 2021 |
| Ken Leising, vice chair (PSYC) | 2021 |
| Brent Cooper (PSYC) | 2021 |
| Amanda Hale (BIOL) | 2020 |
| Britt Luby (REL & SPIRITUAL LIFE) | 2022 |
| Bo Soderbergh (NON-TCU MEMBER) | 2023 |

Kim Rainwater (VETERINARIAN), 2024
Alternates:

| | |
|--|------|
| Kim Rainwater (VETERINARIAN) | 2021 |
| Mike Chumley (BIOL) | 2021 |
| Marlo Jeffries (BIOL) | 2021 |
| Mauricio Papini (PSYC) | 2021 |
| Lorrie Branson (RESEARCH COMPLIANCE), <i>liaison</i> | |
| Administrative Oversight: Associate Provost for Research Floyd Wormley | |

INSTITUTIONAL BIOSAFETY COMMITTEE (IBC).
The IBC oversees TCU's Biosafety in Research program, which includes helping to ensure compliance for all research and teaching activities that involve the use of recombinant or synthetically derived nucleic acid molecules or other biohazardous materials.

Committee Membership for 2019-20

| | |
|---|------|
| Michael Bernas, chair (MED) | 2021 |
| Dennis Cheek, vice chair (NURS) | 2021 |
| Giridhar R. Akkaraju, past chair (BIOL) | 2020 |

| | |
|--|------|
| Rich Adickes (RISK MGMT) | 2021 |
| Eric B. Gonzalez (MED) | 2023 |
| John Horner (BIOL) | 2022 |
| Jada Stevenson (NTDT) | 2023 |
| Laura Gillis (NON-TCU-MEMBER) | 2023 |
| Nancy Lasater | 2024 |
| Alternate: Mitzi Glover (MED) | 2024 |
| Lorrie Branson (RESEARCH COMPLIANCE), <i>liaison</i> | |
| Administrative Oversight: Associate Provost for Research Floyd Wormley | |

INSTITUTIONAL REVIEW BOARD FOR HUMAN SUBJECTS RESEARCH (IRB). The IRB develops standards and reviews proposed projects to help ensure compliance with University policy related to provisions for health, welfare, privacy, dignity and human concerns in research involving human subjects.

Committee Membership for 2019-20

| | |
|--|-------------|
| Dru Riddle, chair (NRAN) | 2021 |
| Kristen Carr, vice chair (COMM) | 2021 |
| Kylo-Patrick Hart (FTDM) | 2020 |
| Uma Tauber (PSYC) | 2023 |
| Matthew Johnson (TCU COUNSELING CTR) | 2022 |
| Rodney Thompson (NON-TCU PRISONER ADV) | 2023 |

| | |
|--|------|
| Courtney Cross (MED) | 2024 |
| Brie Diamond (CRJC) | 2024 |
| Lindy Crawford (EDUC) | 2024 |
| Alternates: | |
| Stacy Pickett (PRISONER ADVOCATE) | 2023 |
| Brad Lucas (ENGL) | 2021 |
| Debbie Rhea (KINE) | 2021 |
| Adam Richards (COMM) | 2021 |
| Jada Stevenson (NTDT) | 2021 |
| Michael Faggella-Luby (EDUC) | 2020 |
| Lorrie Branson (RESEARCH COMPLIANCE), <i>liaison</i> | |
| Administrative Oversight: Associate Provost for Research Floyd Wormley | |

INTELLECTUAL PROPERTY REVIEW COMMITTEE (IPRC). The IPRC reviews disclosures related to intellectual property and recommends to the Provost regarding actions to be taken including, but not limited to, copyright, patent, trademarks and related legal protections. The committee is responsible for maintaining a published process for review and contact with creators/inventors.

Committee Membership for 2019-20

| | |
|--|-------------|
| Antonio Sanchez-Aguilar, chair (COSC) | 2021 |
|--|-------------|

| | |
|--|------|
| Michael Sherrod, vice chair, (MANA) | 2022 |
| Joel Timmer, past chair (FTDM) | 2020 |
| Kevin Kunkler (MED) | 2023 |
| Rob Rhodes (MANA) | 2021 |
| Tristan Tayag (ENGR) | 2020 |
| Lorrie Branson (RESEARCH COMPLIANCE), <i>liaison</i> | |
| Administrative Oversight: Associate Provost for Research Floyd Wormley | |

LASER SAFETY COMMITTEE (LSC) – serves as a resource for development and review of laser safety policies and procedures, and, in conjunction with the Laser Safety Officer (“LSO”), addresses laser safety problems, and reviews and recommends use of lasers based upon the American National Standards Institute standard, where applicable.

Committee Membership for 2019-20

| | |
|--|--|
| Anton Naumov, chair, LSO (PHYS) <i>ex officio</i> | |
|--|--|

| | |
|--|------|
| Rich Adickes (RISK MGMT) | 2021 |
| Onofrio Annunziata (CHEM) | 2023 |
| Jeff Coffey (CHEM) | 2022 |
| Tristan Decker (THEA) | 2024 |
| Mike Harville (ENGR) | 2023 |
| Lorrie Branson (RESEARCH COMPLIANCE) <i>liaison</i> | 2021 |
| Administrative Oversight: Associate Provost for Research Floyd Wormley | |

UNIVERSITY ADVISORY COMMITTEE

The University Advisory Committee advises the Provost/Vice Chancellor for Academic Affairs on his/her actions concerning promotion and tenure in accordance with the policy and procedures of the Faculty Advisory Committee Structure.

Committee Membership for 2019-20

| | | |
|-----------------|-----------------------------|------|
| Joddy Murray | (AddRan-Humanities) | 2020 |
| David Sandell | (AddRan-Social Sciences) | 2022 |
| Tyson Browning | (Business) | 2020 |
| Tricia Jenkins | (Communication) | 2021 |
| Michelle Bauml | (Education) | 2022 |
| Cameron Schoepp | (Fine Arts) | 2020 |
| Glenda Daniels | (Nursing & Health Sciences) | 2022 |
| Efton Park | (Science & Engineering) | 2021 |

TERMS AND CONDITIONS OF SERVICE

Full-time Faculty. The official TCU faculty is composed of all those engaged in full-time, continuing service to the University regardless of rank.

Appointment to the faculty is confirmed by a letter and annual contract (except for faculty who hold tenure). Unless prior arrangements have been made with the dean of the college, faculty are expected to be on campus at the beginning of their contract period. Faculty appointed for a specified period of service (usually one year or one semester) are appointed as a lecturer. Appointment as a lecturer is by special contract for a fixed service period with no obligation on the part of the University to extend or renew.

Part-time Faculty. Individuals not employed full-time that are responsible for instructional activities in one of the academic divisions of the University are part-time faculty. Part-time faculty may hold a continuing appointment, a specified period appointment, or be appointed on a course-by-course basis. Faculty holding the latter type of appointment are referred to as adjunct faculty.

Adjunct Faculty. The adjunct faculty title may be conferred on those persons with appropriate academic credentials and/or experience who serve as resource persons or teach courses in various departments and programs. Adjunct faculty appointment carries with it certain privileges and may or may not involve compensation.

Postdoctoral Appointees. Individuals who hold either a research or professional doctorate and who are awarded appointments of a temporary nature for continued education and research experience are appointed as a Postdoctoral Fellow or Postdoctoral Researcher. Appointees should normally be no more than one to three years beyond the receipt of the doctoral degree. Funds for these appointments are usually from external sources in the form of a grant or contract. It should be noted that these are not faculty appointments, nor are these positions on any academic or staff tracks for promotion and advancement. Postdoctoral appointees are appointed by the Provost/Vice Chancellor for Academic Affairs on the recommendation of the dean of the school or college.

Emeritus Faculty. Emeritus rank is indicated by adding the term “Emeritus” before the rank held by the faculty at the time of retirement. Candidates for emeritus status usually will have held permanent tenure, have been associated with TCU for at least 10 years and have contributed meritorious service to the University.

Candidates for Emeritus status will have met the criteria governing either teaching, research, professional service, advising, or continued professional development appropriate to their rank at the time of retirement.

With the retiree’s (candidate’s) consent, the tenured faculty of each department shall meet and review retiring faculty for the purpose of recommending emeritus status.

The subsequent procedures for nomination and appointment to emeritus status are the same as those for promotion in rank. Emeritus status does not entitle the holder to a stipend from the University, but persons holding this title are accorded full faculty status with regard to faculty social activities and faculty benefits, in the attendance at athletic events, fine arts performances, and other cultural activities on campus. Names and titles of all emeritus faculty and staff members are included in the *Undergraduate Studies Catalog*.

Appointments and Contracts. Appointment to the faculty is made by the Provost/Vice Chancellor for Academic Affairs. Official notification is given by letter. TCU has pledged itself to a program of equal employment opportunity and all appointments to all divisions and departments of the University will be made without regard to gender, color, religion, disability, race, national origin, or veteran status.

Normally, faculty appointments are for an academic year unless otherwise indicated. Reappointment of faculty is made by contract on a year-to-year basis until such time as the faculty member may be elected to “permanent tenure” by the Board of Trustees. Faculty members holding “permanent tenure” receive an annual **electronic notification** concerning salary at my.tcu.edu (employee self-service link).

Faculty Compensation Philosophy. TCU’s faculty compensation philosophy is driven by its mission: *To*

educate individuals to think and act as ethical leaders and responsible citizens in the global community. The University strives to recruit and retain the best faculty it can by being committed to providing competitive wages and benefits. In order to attract, motivate and retain a highly qualified and diverse faculty, the University's compensation must reflect appropriate market value and be continually re-evaluated. Faculty can anticipate wage adjustments and opportunities for growth throughout their career.

Faculty salary increases at TCU reflect merit-based performance evaluation and/or performance-related promotional adjustments. Across the board (cost of living) increases are not part of the University's compensation policy. There currently is no obligation or contractual requirement of the University to provide for annual increases. The size of the merit pool is determined by the Cabinet and approved by the Board of Trustees as part of the annual budgeting process.

Promotional increases for faculty are a flat dollar amount that is awarded at the time of change in rank and become effective with the next academic year. These amounts are reviewed and adjusted periodically. Individuals who hold full-time or part-time TCU budgeted positions are eligible for merit increases, assuming employment on or before January 1 and acceptable performance evaluation. Merit increases, if awarded, become effective September 1.

Faculty who hold grant-funded positions are eligible for salary increases as dictated by the terms of the grant. Lecturers, one-year temporary appointments, are not eligible for merit increases; however, individuals may be reappointed at a higher salary provided the dollars are available within the position. Adjunct faculty salaries increase are based on the number of years of teaching at TCU, degree held and type of class taught.

Terms of Employment. Members of the faculty, with a few specific exceptions, are employed on the basis of a nine-month academic year, for which they receive 12 monthly paychecks. If a faculty member resigns from TCU effective at the end of any nine-month academic year, the faculty member may elect to (1) continue to receive any remaining monthly paychecks due according to his/her contract or until August 31, or (2) have any remaining monthly paychecks accelerated and paid in full at the date of termination (usually May 31). Assignments for summer work, which are not guaranteed, will be made by the appropriate dean on recommendation of the department chair. Twelve-month faculty do not accrue vacation time and may refer to the policy online in the Academic Affairs Administrative Handbook.

New to TCU Faculty Orientation. New faculty members attend an orientation program provided by the Provost/Vice Chancellor for Academic Affairs through the Koehler Center for Instruction, Innovation, and Engagement prior to the beginning of classes in the fall and spring (as appropriate). You can find out more information at www.cte.tcu.edu.

Removal. Except as provided for in university policy described in the tenure statement (q.v.), University bylaws state that any employee may be removed, discharged, and/or suspended at anytime by the chief executive officer when, in his or her judgment, the interest of the University shall require it, all without liability for damages or for future compensation resulting there from. However, employees who hold "permanent tenure" may be removed, discharged, and/or suspended only in accordance with provisions shown in the tenure policy.

Academic Freedom and Faculty Responsibility. TCU recognizes the principles advanced in the American Association of University Professors (AAUP) 1940 Statement of Principles on Academic Freedom and Tenure and embraces the following:

(a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

One of the bulwarks of academic freedom, permanent tenure, has been available at TCU for decades. A revised statement on the subject, developed by a joint committee and recommended by the Faculty Senate and the administration, was approved by the Board of Trustees in the spring of 1999.

Alcohol Usage

Serving Alcohol on Campus - The consumption, sale or use of alcoholic beverages is generally prohibited on campus. However, under certain conditions, alcoholic beverages may be served at campus events. Use of alcohol at events on campus must be approved by the Vice Chancellor for Student Affairs. All alcohol must be purchased and served under the auspices and policies of the food service contractor at TCU. Approval will be granted if:

- participation at the event is primarily for those who meet the legal drinking age standard.
- arrangements are made to serve appropriate alternative beverages.

- arrangements are made to serve appropriate food at the event.
- a process to prevent serving underage drinkers is in place.

No TCU student organization may sponsor any on-campus event that involves the use of alcohol.

Serving Alcohol off Campus - The University prohibits the use or possession of alcoholic beverages in instructional settings, including those remote to the campus. There may arise occasions when a faculty/staff member may wish to have alcohol served at certain functions off campus. Examples include events commemorating the completion of an academic or general University program. It is expected that participants will be of legal drinking age in the country where the event occurs. Prior approval must be received from the Vice Chancellor under whose auspices the program occurs. Except in those cases approved by the Vice Chancellor, social activities with alcohol that involve both students and faculty that are sponsored or paid by the University or a University employee are prohibited.

Tenure Policy

(Revised by Board of Trustees, Spring, 1999)

Preamble

A University faculty must have academic freedom in teaching and research and freedom for extramural activities consistent with responsible citizenship. Academic freedom through permanent tenure is indispensable to the success of Texas Christian University in accomplishing its charter purposes and in fulfilling its obligation to society as a responsible institution of higher learning. Information is posted on individual college websites regarding criteria. The following principles, definitions and procedures shall constitute the tenure policy for the faculty of Texas Christian University.

Section I - Principles and Definitions

A. The faculty of Texas Christian University shall be defined as personnel holding full-time academic-year appointments regardless of rank. Adjunct and part-time faculty and faculty who are employed for special projects with specified time limits are not covered by this document.

Section II - Permanent Tenure

A. All permanent tenure designations granted prior to the effective date of this document shall be honored.

B. Probationary periods of service.

1. Any full-time faculty member as defined in Section I.A., who has not been elected by the Board of Trustees to permanent tenure, shall be considered as being on probationary service. The duration of the period of probationary service will be determined by the conditions set forth in this document.

2. Permanent tenure at Texas Christian University shall normally be conferred upon a member of the faculty only after he or she has served a probationary period. Professors and associate professors who come to the University with prior tenure status at a fully accredited institution of higher learning may have the probationary provision waived upon the recommendation of the department in which the faculty member shall have tenure. The recommendation for waiver shall be reviewed in parallel with recommendation for initial appointment.

3. Every non-tenured, full-time member of the faculty must have a written contract with the University. Appointments may be for one year or for other stated periods, subject to renewal. For faculty who devote more than three-fourths of their time to teaching and research, the total period of full-time service in a tenure-track appointment prior to acquisition of tenure shall not exceed seven years, including all previous full-time service in a tenure-track appointment with the rank of instructor or higher at other accredited institutions of higher learning, subsequent to completing terminal qualifications in his or her field. The probationary period for a person granted credit for prior service may extend to as much as four years even if the total full-time service in the profession thereby exceeds seven years. In calculating the length of the probationary period the following rules will apply:

a. Prior full-time service with faculty rank at other accredited institutions must be counted toward the probationary period if the service was:

- (1) subsequent to completing terminal qualifications, and
- (2) more than three-fourths time teaching and research, and
- (3) in a tenure-track appointment at such institutions.

b. Prior full-time service with faculty rank at other accredited institutions may be counted, may not be counted, or may be counted less than year-for-year if the service was:

- (1) prior to completing terminal qualifications, or
- (2) three-fourths time or less teaching and research, or
- (3) in a non-tenure-track appointment at such institutions. The faculty member, *at his or her sole option*, may elect to count such service, not to count such service or to count it less than year-for-year.

c. Prior to a prospective faculty member's choice of whether or not to exercise the option provided in B.3.b. above, the University shall undertake to disclose to the prospective faculty member its criteria for promotion and tenure generally and particularly in the college and/or department in which the appointment is to be made, so that the prospective faculty member can make an informed decision on whether or not to exercise the option provided in B.3.b. above.

d. The option of a prospective faculty member to count or not to count prior service, or to count it less than year-for-year, set out in B.3.b. above, shall be a one-time option to be exercised at the time of the prospective faculty member's initial tenure-track appointment at TCU. The number of prior years service to be counted and the length of the maximum probationary period shall be explicitly set forth in the prospective faculty member's initial letter of appointment.

e. Prior service at TCU *must be counted* toward the probationary period if it was in a tenure-track appointment. Such service must be counted even if rendered prior to completing terminal qualifications.

f. If prior full-time service with faculty rank at TCU was in a non-tenure track appointment, the faculty member, *at his or her sole option*, may elect to count such service, not to count such service, or to count it less than year-for-year.

g. The option provided in B.3.f. shall be a *one-time* option to be exercised at the time of the prospective faculty member's initial letter of appointment to a tenure-track position at TCU. The number of prior years service to be counted and the length of the maximum probationary period shall be explicitly set forth in the prospective faculty member's initial letter of appointment.

h. Time spent on leave of absence from TCU will count as part of the probationary period of service. Exceptions must be approved by the Provost/Vice Chancellor for Academic Affairs and stated in writing at the time of granting the leave.

i. In the case of an extraordinary experience or event beyond the individual's control that affects a non-tenured faculty member's performance, which may or may not include a leave covered by the Family Medical Leave Act, the faculty member may request an extension of the probationary period. Additionally, a female faculty member may request an extension of the probationary period in the case of uncomplicated pregnancy and subsequent childbirth. Such a request should be timely, but no later than one year after the event of consequence, the date of delivery, and in no case after the tenure materials have been submitted. In making request for an extension of the probationary period, the faculty member relinquishes any and all claims to *de facto* tenure. A faculty member may address such a request directly to the Provost/Vice Chancellor for Academic Affairs or to the Dean or Department Chair who will forward such request to the Provost/Vice Chancellor for Academic Affairs for decision. Prior to rendering a decision, the Provost/Vice Chancellor for Academic Affairs will consult with the Academic Dean.

4. Except for faculty members who have tenure status, persons with full-time teaching or research appointment of any kind will be informed in writing each year of their appointment and the terms and conditions thereof as follows:

a. The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15.

b. After the first year the chairperson and tenured faculty members will review annually the progress of the non-tenured faculty within their department. The non-tenured faculty member and the appropriate dean will be informed in writing of the results of this review. If the faculty member wishes to challenge the findings of the review, he or she may file a dissenting report and request a conference with the chairperson and the tenured faculty, the dean and the Vice Chancellor for Academic Affairs.

c. A decision on tenure, favorable or unfavorable, shall be made by the institution at least twelve months prior to the completion of the probationary period.

5. Written notice from the chief academic officer that a probationary appointment is not to be renewed must be given to the faculty member in advance of the expiration of his or her appointment as follows:

a. no later than March 1 of the first year of service if the appointment expires at the end of that academic year; or, if a probationary appointment terminates during an academic year, at least three months in advance of its termination;

b. no later than December 15 of the second year of service if the appointment expires at the end of that academic year; or, if an appointment terminates during an academic year, at least six months in advance of its termination;

c. at least 12 months before the expiration of an appointment after two years of service at the institution.

6. Faculty whose appointments assign one fourth or more of their time to duties other than teaching and research may be granted tenure according to the procedure in Section II.B.3.d. Since the granting of tenure depends primarily upon demonstrated teaching and research ability, a department must necessarily have sufficient data before making a tenure decision; therefore, until an appointment of more than three-fourths time teaching and/or research is made, there shall be no limit to the probationary period. Only periods of service involving more than three-fourths time in teaching and/or research shall count as part of the probationary period.

C. Eligibility for tenure.

Tenure ordinarily shall not be given to instructors, unless specifically employed in a tenure-track instructor position, nor to assistant professors. Eligible faculty who are not U.S. citizens must have obtained permanent residency in order to be considered for tenure.

D. Procedure for granting of tenure.

1. Any eligible person may be nominated for tenure by the tenured members of the faculty in the department involved. They shall nominate to the department chairperson, who shall in turn, if he or she concurs, nominate to the dean of the college, the Vice

Chancellor(s) involved, and the Chancellor, who will decide whether to forward the nomination to the Board of Trustees. All candidates for tenure must be mindful of the critical importance of their college requirements and should be aware that each department has its own separate criteria. External review letters will be required and will only be accessible to the candidate upon legal request. Consult your college's criteria. If the nomination is not accepted at any point in this procedure, the reasons for the veto will be sent back to the department chairperson. The chair-person will discuss the decision and reasons with the nominee.

2. Appropriate consultation will be made in accordance with procedures outlined in the Faculty Advisory Committee Structure and printed in the current *Faculty and Staff Handbook*. A procedural guideline is also available on the Academic Affairs Administrative website.

3. An associate or full professor may apply for tenure through his or her department chairperson in any year. If the application is denied, he or she may appeal first to the dean of the college and then to the appropriate Vice Chancellor.

Official tenure and faculty promotion files submitted to the Provost's Office are to be in electronic form.

Section III - Resignations

A. A faculty member may terminate his or her appointment effective at the end of an academic year, provided that he or she gives notice in writing at the earliest possible opportunity, but normally not later than 30 days prior to the end of the academic year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he or she would otherwise be denied substantial professional advancement. In this case, the faculty member shall act as early as possible so as to provide maximum time for replacement.

Section IV - Dismissal Procedures

A. Cause for dismissal or reduction in rank of tenured faculty shall be stated in writing and shall be related directly and substantially to the fitness of the faculty member in his or her professional capacity as a teacher or researcher. Threat of dismissal or reduction in rank will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

B. Dismissal or reduction in rank of a faculty member with tenure, or in the case of a faculty member with a probationary appointment, before the end of his or her term (contract period) as specified in II.B.5, will be preceded by discussion between the faculty member and appropriate administrative officers, looking toward a mutually acceptable conclusion.

1. Should the above fail, cause for dismissal or reduction in rank of a faculty member shall be stated in writing by the Chancellor in a letter of terminal appointment (a) received at least twelve months prior to the end of the terminal academic year in the case of a

tenured faculty member, or (b) received at least five months prior to the termination date in other cases.

2. After receipt of the Chancellor's letter, the faculty member shall have 30 days to request a hearing before the Faculty Tenure Hearing Committee by a letter to the chairperson of the Faculty Senate.

3. The Faculty Tenure Hearing Committee shall consist of five employees of Texas Christian University, one selected by the faculty member in question, one selected by the Chancellor and three selected from a list of 10 in accord with the following plan. As needed, the Committee on Committees of the Faculty Senate will nominate and the Senate shall approve the names of 10 faculty members as potential members and six additional faculty members as potential replacement members of Hearing Committees. When a Hearing Committee must be formed, the chairperson of the Faculty Senate, or designated representative thereof, shall present a list of 10 names approved by the Senate to the two parties for ranking according to their preferences for membership on the Hearing Committee. The chairperson of the Senate, or designated representative, shall then select the three names most preferred by both parties, breaking any tied rankings by a method he or she deems appropriate. These three persons shall then designate one among themselves to serve as Chair of the Hearing Committee. Ideally, members of a Hearing Committee should not be selected as advocates but rather because they are impartial, knowledgeable concerning the issues and skillful in eliciting pertinent information.

C. Once the Hearing Committee is organized, the procedures below shall apply:

1. The Faculty Tenure Hearing Committee shall obtain a copy of the terminal appointment letter with a statement of cause from the Chancellor. The hearing shall begin no later than 30 days after receipt of the faculty member's written request. Written notice of the date of the hearing shall be forwarded by the chairperson of the Faculty Tenure Hearing Committee to the committee members, the Chancellor, and the faculty member.

2. The Hearing Committee, in consultation with the Chancellor and the faculty member, shall exercise its judgment as to whether the hearing should be public or private.

3. The burden of proof that adequate cause exists rests with the institution and shall be established by substantial evidence.

4. During the proceedings the faculty member shall be permitted to have an academic advisor and/or legal counsel of his or her own choice. If the faculty member elects to have legal counsel present, the University also shall be permitted to have legal counsel present.

5. At the request of either party or the Hearing Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer upon nomination by and at the cost of the nominating party.

6. The faculty member shall be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution shall, insofar as it is possible, secure the cooperation of such witnesses and make available to the faculty member necessary documents and other evidence.

7. The faculty member and the administration shall have the right to confront and cross-examine all witnesses. Where the witness cannot appear, but the Hearing Committee determines that the interests of justice require admission of his or her statement, the committee shall identify the witness, disclose his or her statement, and if possible provide for interrogatories.

8. A verbatim record of the hearing or hearings shall be taken and a typewritten copy shall be made available to the faculty member and the Chancellor.

9. The faculty member and the Chancellor shall be notified in writing of the Hearing Committee's findings.

10. Prior to and during the hearings, except for such simple announcements as may be required for assembling the interested parties, the faculty member, administrators and the committee members should avoid public statements and publicity about the case.

11. If the Faculty Tenure Hearing Committee finds that adequate cause for dismissal or reduction in rank has not been established by the evidence in the record, it shall so report to the Chancellor no later than 15 days following the conclusion of the hearings. If the Faculty Tenure Hearing Committee concludes that adequate cause for dismissal or reduction in rank has been established, but that an action less than dismissal or reduction in rank would be appropriate, it shall so recommend with supporting reasons. The Chancellor shall either accept or reject the report within 30 days after receipt. If the Chancellor rejects the report, he or she shall state his or her reasons for doing so in writing to the Faculty Tenure Hearing Committee and to the faculty member and shall provide an opportunity for response.

D. Action by the Board of Trustees.

1. The Chancellor shall, upon request of the faculty member, transmit to the Faculty Relations Committee of the Board of Trustees the record of the case. That committee shall review the findings, recommendations, and material evidence, making further investigation or additional comments as it deems proper, and shall refer the record and its recommendations to the Board of Trustees at its next regular or special meeting or to the Executive Committee if no Board Meeting is imminent. Should the Board of Trustees not accept the recommendations of the Faculty Tenure Hearing Committee, then the Board must return to the Hearing Committee their reasons. These reasons shall be considered and final recommendations shall be sent forward by the Hearing Committee. The Board of Trustees, or the Executive Committee acting for it, shall consider the final recommendations of the Hearing Committee and make the final decision.

E. Suspensions and Reassignments.

The faculty member shall normally continue in his or her assigned duties until the date of termination stated in the Chancellor's letter (Section IV. B.1.), or the date of termination stated in the employment contract, whichever is earlier. Should there be circumstances or evidence to suggest a suspension or reassignment, the administration shall consult with the Faculty Tenure Hearing Committee, or, if it has not been formed, with the Faculty Senate Executive Committee, before deciding whether the faculty member in question shall be allowed to continue his or her duties.

F. Terminal salary or notice.

As noted above, if the appointment of a tenured faculty member is terminated, the faculty member shall receive his or her written notice at least 12 months prior to the end of the terminal academic year. Should there be a finding that the conduct which justified dismissal involved moral turpitude, this provision for terminal notice or salary need not apply. Moral turpitude shall be interpreted in the framework of values accepted by the academic community at large. On the recommendation of the Faculty Tenure Hearing Committee or the Chancellor, the Board of Trustees, in determining what payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

Section V - Termination Procedures in the Event of Elimination or Severe Reduction of an Academic Program

A. When, in the judgment of the administration, financial circumstances mandate serious consideration of the elimination or reduction of a program with an accompanying dismissal or reassignment of tenured faculty, an ad hoc committee shall be formed to participate in the deliberations and to advise the administration with regard to appropriate actions. The committee shall be comprised of the Faculty Senate Executive Committee, the chief academic officer, the dean of the school or college and the departmental chairperson concerned. The tenured faculty members whose appointments may be directly affected, shall have the opportunity to meet with the committee in order to provide information which the tenured faculty members consider to be relevant. The chief academic officer of the University shall serve as chairperson of the ad hoc committee. Should the decision be made that the concern is bonafide and that the termination or reassignment of one or more tenured faculty members is necessary, the ad hoc committee shall assist the administration in its efforts to work out the most equitable arrangement possible for the tenured faculty members concerned and for the University. In these circumstances, the procedures in Section IV do not apply. If the appointment of a tenured faculty member is terminated under these circumstances, the faculty member shall receive his or her written notice at least twelve months prior to the end of the terminal academic year.

Faculty Appointment, Reappointment and Promotion Policy

(Revised by Faculty Senate, October 1, 1998)

Advancement in rank is made by the Board on recommendation of the Chancellor.

I. General Criteria

The following general criteria shall apply in consideration of recommendation for reappointment and promotion. Departmental and/or college documents identify specific criteria and emphases used to determine if faculty have met these general criteria. They are readily available to the University community and specifically reported to each non-tenured, tenure track faculty member on an annual basis. These criteria are:

- A. Teaching
- B. Scholarship, creativity and its equivalents
- C. Service to the University and the profession
- D. Advising and related activities
- E. Professional development
- F. Conduct in accord with the Statement on Professional Ethics

Teaching and scholarship are the central considerations in reappointment and promotion. Service to the University and the profession, advising, professional development, and professional ethics are also important considerations but will not serve as substitutes for teaching and scholarship.

A. Teaching

The instruction of students is the first purpose of the University and the prime responsibility of every faculty member. Therefore, Texas Christian University expects each member of the faculty to have knowledge of his or her subject commensurate with the teaching assignment, to maintain awareness of developments in his or her discipline, and to communicate to students both knowledge of and interest in his or her discipline. The faculty member should encourage students in responsible and careful inquiry, in appreciation of the interrelation of various disciplines, and in recognition of the uses of learning and the value of the educated mind. The University affirms that teaching effectiveness can be assessed; the procedures and results of such assessment to be a part of considerations for reappointment and promotion.

B. Scholarship, Creativity and Their Equivalents

Texas Christian University expects that each member of the faculty will provide evidence of his or her professional competence through scholarship, research and other creative activities appropriate to the discipline, with such activities presented in the proper professional forums and reflected in the classes conducted by the faculty member. Such activities must be measured by quality, not merely by quantity, and, at the time of consideration for reappointment and promotion, the criteria expressed in Section II of this document shall be applied.

C. Service to the University and the Profession

Service to the University and to the Profession are integral aspects of faculty responsibility.

- 1. University service. The faculty member should perform well in committee and other non-teaching University assignments.
- 2. Professional service. The faculty member should participate in professional and community organizations related to his or her discipline.

D. Advising and Related Activities

Advising is an important faculty function which encompasses academic as well as other activities such as career counseling which may be considered appropriately related to advising by academic units.

E. Professional Development

Faculty members are expected to actively maintain professional knowledge and skills, and be aware of developments within their discipline and fields of specialization. They should pursue programs of study and self-development related to their academic discipline and should continue to cultivate their academic interests and professional competencies throughout their careers.

F. Conduct in accord with the Statement on Professional Ethics

Faculty members are expected to comply with the Statement on Professional Ethics adopted by the Faculty Senate on February 4, 1993.

II. Guidelines for Appointment, Reappointment and Promotion

The following should be regarded as firm but not absolute criteria because unusual circumstances and qualifications may justify special procedures. Professional credentials of the faculty holding the rank of Assistant Professor or higher are understood to include the appropriate terminal academic degree or the earned professional equivalents. For such degrees and equivalents, teaching experience is not an allowable substitute. The terms of appointment to any academic rank will be stated in writing by the appropriate administrative officer of the University at the time appointment is made and in accordance with procedures described in the *Faculty and Staff Handbook*.

The criteria here stated are not to affect adversely the ranks held by members of the faculty of Texas Christian University at the time of the adoption of this policy, but following its adoption the policy will apply to all decisions regarding reappointment and promotion.

Faculty Ranks

A. Non-tenure track appointments

- 1. Lecturer. This title is reserved for individuals holding specified period appointments, generally of one year or less.
- 2. Instructor (various ranks).

This appointment is renewable and continuation in the position is contingent upon successful performance in the areas of teaching, professional service, advising and related activities, and continuing professional development. Details

concerning the nature of these appointments can be obtained from the college concerned.

3. Professor of Professional Practice (various ranks).

These appointments are renewable and continuation in the position is contingent upon successful performance in the areas of teaching, professional service, advising and related activities, and continuing professional development. Details concerning the nature of these appointments can be obtained from the college concerned.

B. Tenure-track appointments.

Assistant Professor. The candidate for an assistant professorship is expected to demonstrate an increasing knowledge of his or her discipline, and growing competency in teaching and scholarship. As a general rule, five years of service in this rank is expected before consideration for promotion to an associate professorship. This time framework may be modified if the candidate has prior experience elsewhere in a tenure-track position.

C. Tenured appointments

The faculty member appointed, reappointed, or promoted to either of the tenured ranks is so assigned with the expectation that he or she will continue to contribute significantly to his or her profession. Such assignment should be made only after careful consideration of the professional abilities and prospects of the candidate. The criteria for appointment, reappointment, and promotion to an associate professorship differ from those of a professorship in degree rather than in kind.

1. Associate Professor. It is expected that the candidate for this rank will demonstrate his or her professional competence through teaching, scholarship, research, publication, and/or other creative activities appropriate to the discipline, with such activities presented in the proper professional forum. The candidate for associate professor should demonstrate his or her general understanding of a large part of the discipline, willingness to continue study in his or her subject, and concern to improve teaching. As a general rule, more than five years of service in this rank are expected before consideration for promotion to a full professorship.

2. Professor. The candidates for this rank will, by their reputation within the University and beyond, manifest teaching, scholarship, creative activities and professional achievements compatible with the highest aspirations of the University faculty community. In addition, such faculty should provide leadership in the University and by their activities should define the best character of Texas Christian University.

III. Professional Review and Development of Tenured Faculty

The purpose of a professional peer review of tenured faculty is to provide effective evaluation, beneficial counsel, and timely and positive assistance to ensure that

each faculty member has every opportunity, consistent with departmental, college and university goals, to experience healthy professional development and productivity throughout the faculty member's entire career.

This policy is intended to be consistent with the AAUP report guidelines for post-tenure review ("On Post-Tenure Review," prepared by a sub-committee of Committee A on Academic Freedom and Tenure, and approved by Committee A in May 1997).

1. The review process must not subvert the rights of academic freedom and tenure, nor reduce the faculty member's prerogatives of appeal as specified by the *Handbook for Faculty and Staff* (Faculty Grievance Policy). *The faculty member always has the prerogative to provide a written response to an action at any stage of the post tenure review process.*

2. Each tenured faculty member shall be reviewed and evaluated at least every five years by a faculty review committee established in accordance with departmental policies and procedures for review of tenured faculty. Faculty members with administrative appointments at the level of Dean and above shall be exempt from this process.

3. The criteria used in the evaluation shall be established by departmental policies and procedures for review of tenured faculty. These criteria should clearly state departmental expectations, consistent with departmental, college and university goals, for all areas of evaluation; and should be differentiated by rank and level of seniority as relevant.

4. The initial year for the review of a tenured faculty member shall be established by departmental policies and procedures for review of tenured faculty. Special situations (e.g., approved leave) may justify an adjustment in the evaluation cycle. Approval for an adjustment in the evaluation cycle is required by the Dean for the department involved.

5. A written report shall be provided to each faculty member undergoing review with a copy to the Department Chair. The Department Chair shall transmit the report to the Dean with additional comments as appropriate. The faculty member under review must have the opportunity to see these comments and to offer a rebuttal, if desired. Areas of exceptional contribution, if any, should be noted along with recommendations to the administration for appropriate recognition. The written report must include a faculty development plan that specifies the goals and objectives established by the faculty member in consultation with the review committee prior to the next review. The goals and objectives in the faculty development plan must be consistent with department and university goals, and the plan must specify methods for assessing the achievement of these goals and objectives at the time of the next review.

6. If significant areas of deficiency are identified, the faculty development plan must include a performance improvement plan that addresses the areas of deficiency. This plan, developed in consultation with the faculty

member, shall include specific guidance and recommendations to assist the faculty member more fully to meet individual, departmental, college, and university goals. The performance improvement plan must include specific information on a timetable, methods of assessing achievement of objectives, and description of a process for monitoring progress and identification of completion. The Department Chair must provide a written report to the faculty member and to the Dean upon completion of the performance improvement plan.

IV. Access to Records

All documents related to the appointment, reappointment and promotion process are part of the faculty member's personnel file. TCU policy is in accordance with a federal law which allows employee access to their personnel file with the exception of external review letters which are only available upon legal request..

V. Nondiscrimination

A. All appointments, promotions, renewals, and non-renewals of appointments shall be made without discrimination with regard to gender, sexual orientation, religion, handicap, race, national origin, political affiliation, or veteran status.

B. All departmental committees and administrative officials will adhere to the Affirmative Action program of the University.

Statement on Professional Ethics

On February 4, 1993, the TCU Faculty Senate adopted as its policy on professional ethics the AAUP Statement on Professional Ethics. The statement is reproduced from the *AAUP, American Association of University Professors, Policy Documents & Reports*, 2009 Revised Edition.

The Statement

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and

counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Graduate Faculty Policy

(Approved by Graduate Council, May 17, 2012)

Preamble

The existence of a Graduate Faculty at TCU is consistent with the mission and goals of the university, reflects the highest ideals of teaching and scholarship, and has the distinct value of representing to students the high caliber of faculty who sustain the institution's commitment to excellence throughout its graduate enterprise. It also contributes to the institution's reputation as assessed by the regional accrediting association and signaled through national categorical descriptors of colleges and

universities. The following principles and procedures shall constitute the Graduate Faculty Policy at TCU.

I. Principles

The primary role of Graduate Faculty members at TCU is the academic and scholarly instruction of graduate students. Members of the Graduate Faculty are expected to transmit an advanced/specialized body of knowledge effectively and to mentor graduate students in the systematic development of skills of inquiry and creativity that result in a meaningful contribution to the discipline. By engaging in service to the university and the discipline as well as recurring professional development activities, members of the Graduate Faculty also serve as role models for their students. Graduate Faculty membership, therefore, is a distinction that is earned and maintained.

II. Criteria for Membership

Appointment/reappointment to a membership category of the Graduate Faculty requires that the individual meet the applicable minimum, general, and unit criteria. Consideration of the degree to which a faculty member has met all applicable criteria must be based primarily on issues of quality, not merely quantity.

A. Minimum Criteria

1. Appropriate terminal degree or equivalent

Individuals must hold a terminal degree appropriate to the discipline or present evidence of exceptional competence for the responsibilities assigned. For those individuals awaiting the awarding of their terminal degree, certification by the degree-granting institution that they have met all requirements for the degree is acceptable.

2. Faculty Status

Full-time, tenure-track faculty members with professorial rank at TCU are eligible for appointment as Graduate Faculty. Full-time faculty holding professional (non-tenure track) positions at TCU may be considered for appointment as Graduate Faculty when demonstrated scholarly achievements are distinctive or professional achievements are significant contributions to the discipline. All other faculty (non-professorial, full or part-time; professorial, part-time and/or non-tenure track) are eligible for appointment as Associate Graduate Faculty.

B. General Criteria

1. Teaching and mentoring of graduate students

TCU expects each faculty member to have a knowledge of the subject area commensurate with graduate-level teaching, to engage regularly in the development of his/her teaching skills, and to evidence consistently a record of effective teaching.

Recognizing the unique distinctions that characterize master's and doctoral-level teaching and mentoring, faculty must demonstrate teaching abilities appropriate to the level of graduate instruction to which they are assigned.

2. Scholarship and its equivalents

TCU's intention is to assure graduate students that the development of their skills of scholarship and creativity is directed by faculty members who are recognized scholars/artists continually engaged in the production of significant contributions to their disciplines. To that end, faculty members are expected to demonstrate a sustained record of scholarship/creative activities that is appropriate to the discipline.

Faculty expected to direct doctoral dissertations independently must have attained distinction in their scholarly/creative endeavors and demonstrated their ability to direct students in the pursuit of original and substantive scholarship.

C. Unit Criteria

Department (or equivalent unit) and school/college documents provide specific standards and emphases which (a) further interpret the General Criteria, (b) are appropriate to the responsibilities to which the individual is to be assigned, and (c) in the Ph.D.-granting departments, make distinctions between master's and doctoral level program assignments. Unit documents, including future changes, must be approved by the Graduate Council.

III. Membership Categories and Responsibilities

A. Graduate Faculty

Individuals appointed/reappointed to the category, Graduate Faculty, may

1. teach courses earning graduate credit
2. independently direct doctoral dissertations or master's theses
3. serve as a member of advisory, thesis, or dissertation committees
4. serve as a member of the Graduate Council

Except as described in Section VI, individuals are appointed/reappointed as Graduate Faculty for a six-year term. Appointment/reappointment as Graduate Faculty may be terminated by action of the appropriate academic dean.

B. Associate Graduate Faculty

Individuals appointed/reappointed to the category, Associate Graduate Faculty may

1. teach courses earning graduate credit
2. serve as a member of advisory, thesis, or dissertation committees

Individuals are appointed/reappointed as Associate Graduate Faculty for a specified term not to exceed six years. Appointment/reappointment as Associate Graduate Faculty may be terminated by action of the appropriate academic dean.

IV. Appointment/Reappointment and Appeal Procedures

Nominations for appointment/reappointment to either category of Graduate Faculty membership must originate in the department or equivalent unit. Departmental nomination procedures are established by the department faculty, subject to approval by the school/college dean, but must include an endorsement by the chair. In the event that

the nominee is the department chair or unit director, departmental procedures will specify responsibility for submitting the letter of endorsement.

Nominations from the department or equivalent unit will be forwarded to the school/college dean who will approve and make the appointment or will disapprove.

A negative recommendation or decision for appointment/reappointment to Graduate Faculty or to Associate Graduate Faculty must include a written statement noting the reason(s) for the denial. A negative recommendation by the department chair or unit director may be appealed to the Academic Dean. A negative decision or a decision to terminate an appointment to Graduate Faculty or Associate Graduate Faculty (See Section VII) by the Academic Dean may be appealed to the Graduate Council. Decisions of the Graduate Council may be appealed to the Provost and Vice Chancellor for Academic Affairs, whose decision shall be final.

A. Procedure to Appeal Denial/Termination of Graduate Faculty or Associate Graduate Faculty Status to the Graduate Council.

Notice to appeal should be sent in writing within 30 days of notice of denial or termination, along with appropriate documents, to the Chair of the Graduate Council. Within five long-semester business days of receiving written notification of an appeal request, the Chair will appoint a panel of three Graduate Council members (members not from the same college as the appellant) to review written statements from the appellant and academic dean. The panel will render a written decision to either uphold or reverse the dean's decision within 10 business days of the panel being appointed. All parties may agree to an extension, particularly to accommodate summer term delay of process.

V. Nomination Materials

Individuals nominated for either Graduate Faculty or Associate Graduate Faculty must submit (1) the standard cover form with signatures, (2) a letter of nomination by the department chair of designee addressing all applicable criterion statements, and (3) a current vita in TCU format.

VI. Provisional Appointments

Faculty considered for reappointment as Graduate Faculty who do not meet the applicable criteria in existence at the time of the nomination may be recommended for a provisional appointment by the department or equivalent unit to the school/college dean. Provisional appointments are normally for a two-year period and may not be renewed. Members of the Graduate Faculty who fail to qualify for re-appointment following a provisional appointment will be dropped from membership on the Graduate Faculty and normally are not eligible for re-nomination for three years.

Individuals being considered for initial appointment as Graduate Faculty or those who hold an Associate Graduate Faculty appointment may not be recommended for a provisional appointment.

VII. Termination of Appointment

When personnel actions are imposed on a faculty member under any of the University's policies, that action may include a recommendation to the school/college dean that the individual's appointment/reappointment as Graduate Faculty or Associate Graduate Faculty be terminated.

Faculty Advisory Committee Structure

(Revised by Faculty Senate, 1991,
edited, 2000 and 2005)

I. Purpose

The welfare of faculty members and the quality of University programs as they are affected by promotion and tenure are a major concern to the faculty and administration of Texas Christian University. Because both faculty and administration have an interest in assuring that equitable and reasonable judgments are rendered in these matters, Faculty Advisory Committees are created at the department, college and University levels.

Each committee shall advise the appropriate administrator on the fairness of his or her individual recommendations concerning promotion and tenure. While the Advisory Committee does not relieve any administrator of his or her fundamental responsibility for those recommendations, it is the conviction of administration and faculty that the interests of the University and the morale of the faculty are best supported if duly constituted faculty committees are consulted about such recommendations and if structures exist by which these committees of the faculty may consult with the appropriate administrator on any private or confidential matter related to promotion and tenure.

Committee members shall hold in confidence all information they examine or discuss. Any violation of this trust by a member shall be grounds for his or her removal from the committee by the appropriate administrative officer, after consultation with other members of the committee.

II. Name

The committees established are the Department Advisory Committee (where the department is a separate budget unit), the College (School) Advisory Committee, and the University Advisory Committee. These committees advise and on occasion meet respectively with the departmental chair, the dean of the college (school), and the chief academic officer.

III. Functions and Procedures

In the interest of efficiency and equity, each year, sometime prior to the commencement of regular work, an orientation to the purpose and procedures of the Advisory Committee shall be conducted by the appropriate administrator.

At the time when recommendations concerning tenure and promotion are to be considered, the administrator shall present in writing to his or her advisory committee a list of proposed recommendations along with the proper documentation to support these recommendations.

The advisory committee shall then meet separately from the administrator to consider the recommendations with regard to individual faculty rights; to quality and needs of programs; and to equity in the department, college, or University. Unless invited for the specific purpose of answering questions about the written evidence, the administrator shall not be present at the deliberations of the advisory committee. The Faculty Appointment, Reappointment, and Promotion Policy, as well as the official statements of criteria developed by the several departments or other administrative units, shall serve as a guide for recommendations on promotion and tenure.

When the advisory committee has completed its deliberations, it shall meet with the administrator to discuss the proposed recommendations. The committee shall then advise the administrator whether or not the evidence provided, in its judgment, supports the recommendations.

In each case and at every level the judgment of the advisory committee shall be in writing, but shall not include the specific vote count, which shall remain confidential. The administrator's final recommendation shall include the judgment of the appropriate advisory committee. If a majority of the committee disagrees with an administrator's recommendation, the committee may file with the next appropriate administrator a report stating its reasons for dissent.

A department chair shall discuss his or her proposed action concerning promotion and/or tenure with the faculty member before forwarding or declining to forward such recommendation to the dean. If the dean declines to endorse and forward a chair's recommendation concerning promotion and/or tenure, the dean shall discuss the reasons for the denial with the chair and the candidate before submitting the college recommendation to the chief academic officer. If the chief academic officer declines to endorse and forward a dean's recommendation concerning promotion and/or tenure, the chief academic officer shall discuss the reasons for the denial with the dean, the chair and the candidate before submitting the University recommendations to the Chancellor. All recommendations and documentation shall become part of the candidate's personnel file and as such, are accessible to the candidate.

If a department chair chooses to appeal the dean's decision not to endorse and forward a departmental recommendation, the chair's recommendation will be forwarded to the chief academic officer together with a statement of the dean's reasons for denial.

If the dean chooses to appeal a decision of the chief academic officer not to endorse and forward a college (school) recommendation, the dean's recommendation will be forwarded to the Chancellor together with a statement of the chief academic officer's reasons for denial.

If the chair does not submit a recommendation and the Department Advisory Committee files a dissenting report, the dean, if he or she supports the committee, shall allow the chair the privilege of consultation and appeal before forwarding the college recommendations to the chief academic officer.

If the dean does not endorse and forward a favorable recommendation and the College (School) Advisory Committee files a dissenting report, the chief academic officer, if in support of the committee, shall give the dean the privilege of consultation and appeal before forwarding the University recommendations to the Chancellor.

An administrator may, at his or her discretion, refer a reappointment to his or her advisory committee. In such a case, the same procedures shall be followed as are followed for tenure and promotion.

IV. Structure

No faculty member shall serve on more than one advisory committee although the Provost has the power to make exceptions as deemed necessary. Members of the Faculty Senate Executive Committee may not serve on the University or College Advisory Committee, and ordinarily will not serve on the Department Advisory Committee.

A. Department Advisory Committee

Given the wide differences in departmental size, it is not feasible to describe here the precise composition of a departmental advisory committee. The number of members for each departmental advisory committee shall be determined by the dean of the appropriate school or college. The process of selection shall involve both election by full-time faculty within the department and appointment by the chairman of the department. The number of elected members and of appointed members shall be equal if the total membership is an even number; if the total membership is an odd number, the number of elected members shall exceed the number of appointed members by one. The department chairman is not eligible to serve on the departmental advisory committee. Insofar as possible, junior faculty with limited experience will serve only under unusual circumstances. The term of service of committee members shall be determined by the separate departments. The committee shall elect a committee chair at a meeting held before the end of the spring semester; that chair shall serve for the ensuing year.

B. College (School) Advisory Committee

Section 1. Each College (School) Advisory Committee shall consist of four faculty members. Two shall be elected by the faculty of the college (school). Two shall be appointed by the dean. When possible no department shall be represented by more than one member of the committee.

Any school or college may apply to both the Provost and the Faculty Senate proposing an alternate structure for the college of school's advisory structure. The grounds for proposing an alternate structure may include, but are not limited to, (i) a structure that is more fully representative of the school or college, and (ii) a

response to a situation wherein the number of full-time faculty is insufficient to conform with the prescribed structure. In any situation where the college or school advisory committee consists of an odd number of faculty, the elected representatives shall be in the majority. If both the Provost and the Faculty Senate approve the change, the school or college will continue operating under this revised structure, as articulated, until such time as they might seek further action.

Section 2. To be eligible to serve on a College (School) Advisory Committee, a faculty member must have tenure. A faculty member who devotes one half or more of his or her time to administrative duties is not eligible, nor are departmental chairs.

Section 3. All full-time faculty members shall have voting rights.

Section 4. Nominations and election

a. The procedure for filling all Advisory Committee vacancies shall involve two stages: a nominating ballot and an election ballot. Both ballots shall be conducted by mail.

b. Nominating ballot

(1) A nominating ballot shall be prepared for the college (school). Each nominating ballot shall contain the names of all persons in the college (school) or division eligible for the office to be filled. Voters may indicate three choices for each vacancy.

(2) The candidates for college (school) committees receiving the four highest number of votes shall be placed in order by lot on the election ballot.

(3) Before placing a nominee's name on the final ballot the chairman of the College (School) Advisory Committee shall confirm the nominee's willingness to serve if elected. If the nominee declines, his or her name shall be replaced by the next highest nominee on the ballot who consents to serve.

c. Election ballot

(1) The election ballots for the committee shall be distributed to all full-time faculty members according to college (school) or division. Voters may indicate one choice for the vacancy. The candidate or candidates receiving plurality will be declared elected.

(2) Nominations and elections shall be supervised by the college (school) or division. Voters may indicate one choice for the vacancy the committee shall designate first and second alternates in conformity with the results of the election. The first alternate shall serve if the person elected is unable to at any time before the next regular election. The second alternate shall serve if both the principal and the first alternate are unable to serve.

d. All ties in any balloting shall be broken by lot.

Section 5. The term of service shall be three years so staggered that the terms of no more than two members expire in the same year.

Section 6. Any member who has served a full term shall not be eligible for appointment or reelection for three years.

Section 7. The annual election of the Advisory Committee shall be held no later than three weeks before the close of the academic year in the spring semester. The dean shall announce his or her appointees within one week after the results are tabulated. The committee shall elect a chair for the ensuing year at a meeting to be held before the end of the spring semester.

C. University Advisory Committee

Section 1. The University Advisory Committee shall consist of eight faculty members. Four shall be elected by the Faculty Senate from among the total tenured University faculty. Four shall be appointed by the chief academic officer after consultation with the Executive Committee of the Faculty Senate. The elected members and appointed members shall represent the schools and colleges as follows: AddRan College, two members representing each of the major divisions of the College; and one member representing the School of Business, the Bob Schieffer College of Communication, College of Education, College of Fine Arts, Harris College of Nursing & Health Sciences, and the College of Science & Engineering respectively.

Section 2. To be eligible to serve on the University Advisory Committee, a faculty member must have tenure. A faculty member who devotes one half or more of his or her time to administrative duties is not eligible, nor are departmental chairs.

Section 3. The term of service shall be three years so staggered that the terms of no more than three members expire in the same year.

Section 4. Any member who has served a full term shall not be eligible for appointment or reelection for three years.

Section 5. The Faculty Senate and the chief academic officer shall announce their selections no later than six weeks before the close of the academic year in the spring semester. The committee shall elect a chair for the ensuing year at a meeting held before the end of the spring semester.

Academic Conduct Policy

(Adopted by University Council, December 6, 1995)

If it is to fulfill its missions, an academic community requires that all of its participants maintain the highest standards of honor and integrity. The purpose of the Academic Conduct Policy is to make all aware of these expectations. Additionally, the policy outlines some, but not all, of the situations that violate these standards. Further, the policy sets forth a set of procedures that will be used when these standards are violated. In this spirit, this policy outlines below: (1) Academic Misconduct; (2)

Procedures for Dealing with Academic Misconduct, and
(3) Sanctions. These are not meant to be exhaustive.

I. Academic Misconduct

Any act that violates the spirit of the academic conduct policy is considered academic misconduct. Specific examples include, but are not limited to:

A. Cheating. Examples of cheating include:

1. Copying from another student's test paper, laboratory report, other report, essay, or computer files and listings.

2. Using in any academic exercise or academic setting, material and/or devices not authorized by the person in charge of the exercise or setting.

3. Collaborating with or seeking aid from another student during an academic exercise without the permission of the person in charge of the exercise.

4. Knowingly using, buying, selling, stealing, transporting, or soliciting in entirety or in part, the contents of a test or other assignment unauthorized for release.

5. Substituting for another student, or permitting another student to substitute for oneself, in a manner that leads to misrepresentation of either or both students' work.

B. Plagiarism

The appropriation, theft, purchase, or obtaining by any means another's work, and the unacknowledged submission or incorporation of that work as one's own offered for credit. Appropriation includes the quoting or paraphrasing of another's work without giving proper credit.

C. Collusion

The unauthorized collaboration with another in prepared work offered for credit.

D. Abuse of Resource Materials

Mutilating, destroying, concealing, or stealing such materials.

E. Computer Misuse

Unauthorized or illegal use of computer software or hardware through the TCU Computer Center or through any programs, terminals, or freestanding computers owned, leased, or operated by TCU or any of its academic units for the purpose of affecting the academic standing of a student.

F. Fabrication and Falsification

Unauthorized alteration or invention of any information or citation in an academic exercise or academic setting. Falsification involves inventing or counterfeiting information or citation for use in any academic exercise or academic setting.

G. Multiple Submission

The submission by the same individual of substantial portions of the same academic work (including oral reports) for credit more than once in the same or another class without authorization.

H. Complicity in Academic Misconduct

Helping another to commit an act of academic misconduct.

I. Bearing False Witness

Knowingly and falsely accusing another student of academic misconduct.

II. Procedures for Dealing with Academic Misconduct

A. Definitions

1. Day refers to a school day on which classes are meeting.

2. Academic dean refers to the dean of the college or school offering the course in which the academic misconduct is alleged to have taken place.

3. Department chair refers to the academic administrator responsible for the unit providing the instruction in which the alleged academic misconduct occurred.

4. Faculty refers to the instructor of the course in which the suspected academic misconduct occurred.

5. Advisor refers to any person selected by the student who accompanies the student during formal hearings. The advisor may speak with the student but may not actively participate in the hearings.

6. The Academic Appeals Committee is a standing University Committee. The charge and membership of the Committee may be found in the current *Handbook for Faculty and Staff*.

B. Investigation and Initiation

1. Students who know of an act of academic misconduct should report the incident to the faculty member teaching the course. The faculty member will obtain the basic facts of the allegation and ask the student reporting the misconduct to write and sign a statement of facts. The name(s) of the student(s) reporting suspected academic misconduct will remain confidential during the informal faculty/student meeting, but must be revealed to the accused student if the resolution proceeds beyond the faculty member and the accused student.

2. Faculty who suspect academic misconduct or who have academic misconduct reported to them must initiate an investigation and meet with the accused student within five (5) days of becoming aware of the incident. A faculty member who is made aware by another person of an act of academic misconduct has the responsibility to investigate the allegation, and, if warranted, pursue the issue as outlined below (C.1).

3. In instances where the suspected academic misconduct is discovered during an academic exercise, the faculty member has the right to suspend immediately the student involved in the alleged activity from further work on the academic exercise.

4. A student accused of academic misconduct, will proceed in the course without restriction until resolution of the issue or until the academic dean has taken an action as specified in III.B that removes the student from the course.

5. An "I" grade should be given by the instructor if the alleged misconduct occurs near the end of a semester, for example, during finals, and a sanction outlined in section III has not been applied by the instructor or the dean.

6. If more than one student is accused of the same act of misconduct (e.g., giving and receiving aid), each individual student is guaranteed the right to have his/her

case heard separately. With each student's permission, the cases can be combined. The faculty/student conference (C.1) is expected from this requirement.

C. Resolution

1. Meeting Between Faculty Member and Student.

This is the first step to be taken in resolving an incident of suspected academic misconduct.

a. Within five (5) days of suspecting misconduct, the faculty member will hold a meeting with the student. At this meeting, the faculty member will inform the student of all allegations against him or her and present any information supporting the allegations.

b. The student will be given the opportunity to respond to the allegations. The student has the right not to respond.

c. The faculty member will decide whether or not academic misconduct has occurred and, if warranted, apply any combination of sanctions in III.A below, or refer the matter to the dean for more severe sanctions (probation, suspension, or expulsion). Findings of academic misconduct are based on the preponderance of the evidence.

d. The faculty member will notify the student in writing of his or her decision and may send copies to the academic dean, the dean of the college in which the student is enrolled, the department chair, and the Dean of Campus Life. Any such copies of the findings will be kept on file in the college and department offices and in the student discipline files maintained by the Dean of Campus Life.

2. Meeting with Department Chair. This meeting takes place when the student wishes to appeal either the findings of the faculty member or the severity of the sanction(s).

a. Within five (5) days of being notified by the faculty member of the disposition of the incident of academic misconduct, the student may request a meeting with the department chair.

b. The department chair will become acquainted with the facts and meet with the parties involved in the case. The student has the right to meet with the department chair without the faculty member being present.

c. The department chair may either support or reverse the findings of the faculty member, and may lessen the sanction(s) imposed by the faculty member even while supporting its findings. The chair may not increase the severity of the sanction(s).

d. The department chair will notify the student and faculty member of his or her decision in writing and may send copies to the faculty member, the academic dean and the Dean of Campus Life. Any such copies of the findings will be kept on file in the college and department offices and in the student discipline files maintained by the Dean of Campus Life.

3. Meeting with Academic Dean. This meeting takes place if the student wishes to appeal either the findings of the department chair or the severity of the sanction(s), if the faculty member recommends sanctions in addition to those listed in III.A.3 and 4 or if the student has been found guilty of academic misconduct previously.

a. Within five (5) days of being notified by the chair of the disposition of the incident of academic misconduct, the student may request a meeting with the academic dean.

b. The academic dean will hear the facts of the case and make a decision about the alleged act of academic misconduct or the appropriateness of the sanctions administered by the faculty member. The academic dean can issue any combination of sanctions listed in III.

c. The academic dean will notify the student of his or her decision in writing with copies to the department chair and the faculty member. Copies of the findings will be kept on file in the college office and may be sent to the Dean of Campus Life.

4. Academic Appeals Committee. Should the student wish to appeal the decision of the academic dean, he or she has the right to request a hearing before the Academic Appeals Committee.

a. The student must request this hearing by submitting an appeal letter to the chair of the university Academic Appeals Committee no later than seven (7) days from the date of receiving written notification of the dean's finding.

b. Upon receipt of the appeal letter, the chair of the Academic Appeals Committee may request materials from the student, the faculty member, the department chair, and/or the dean.

c. The appealing student has the right to appear before the Academic Appeals Committee. The student may bring one person with him or her as an advisor. The advisor may not speak for the student or to the committee. The advisor may only speak with the student. The student must inform the University five (5) class days in advance if his or her advisor is an attorney in order for the University to also have an attorney present. Each party shall bear the expense of his/her legal counsel. Legal counsel is to provide counsel only and may not participate directly in the meeting. The meeting is an administrative hearing, not a court proceeding, and is not subject to the procedures or practices of a court of law.

III. Sanctions

A. By the faculty member:

1. Grant no credit for the examination or assignment in question (treated as a missed assignment).

2. Assign a grade of "F" (or a zero) for the examination or assignment in question.

3. Recommend to the academic dean that the student be dropped immediately from the course with a grade of "F".

4. Recommend to the academic dean that the student be placed on probation, suspended or expelled from the University.

B. By the academic dean or Academic Appeals Committee:

(Previous academic misconduct will be taken into account when either the academic dean or the Academic Appeals Committee considers sanctions for academic misconduct.)

1. Apply sanctions in III.A.

2. Drop student from the course with a grade of “F”.

This grade cannot be changed by student-initiated withdrawal and the grade will be included in the computation of the GPA even if the course is repeated.

3. Place the student on suspension from the University for a specified period of time.

4. Expel the student from the University.

5. In a case where the academic dean as defined above is not the dean of the college in which the student is enrolled, he or she shall recommend to the Provost/Vice Chancellor for Academic Affairs that the student be placed on probation, suspended or expelled.

Conflict Resolution Policy for Faculty

(Approved by Faculty Senate and Chancellor, May 2005)

I. Purpose

The purpose of this policy is to afford TCU faculty a prompt and fair method for the resolution of work-related problems or disputes and to encourage informal dispute resolution through discussion and mediation.

II. Definitions

Dispute or grievance is a complaint or concern voiced by any faculty member regarding a condition of employment or the application, meaning, or interpretation of policies or procedures as they affect work activity. Issues related to faculty tenure, promotion and/or reappointment are not considered for tenure track faculty under this policy. Step 4 of this policy applies only to non-tenure track faculty members.

III. Administrative Responsibility

Academic Affairs is responsible for administering and interpreting this policy.

IV. Summary of Faculty Conflict Resolution Process

Step 1: Informal Discussion

- The faculty member and supervisor discuss the conflict and attempt to resolve the issues informally.
- Conflict Resolution Facilitator (CRF) schedules appointment within 1 day of contact by the disputant.
- CRF has 5 days from the initial appointment to resolve the conflict before proceeding to mediation.

Step 2: Mediation

- CRF assigns mediators to case within 3 days of request.
- Mediators have 10 days, once notified, to conduct mediation.
- Mediators may request an extension of time to complete mediation.

- If settled, mediator submits agreement to CRF for safekeeping.
- If impasse results, CRF is notified in writing.

Step 3: Peer Review Panel/Provost Review

- CRF has 5 days from date of impasse notification to appoint a three-person peer review panel and designate one member to Chair the Panel.
- Panel Chair schedules and conducts the hearing within 10 days of the date of the appointment of the Panel by the CRF.
- Chair has 3 days after Panel hearing to submit the final, written decision to the Provost for review.
- The Provost has 3 days upon notification by the Chair to review, concur and/or modify and finalize the Panel decision.
- The Chair, within 2 days of written notification from the Provost, issues a final, written decision to all parties to the dispute.

Step 4: Chancellor Review (Dismissal disputes only)

- Parties may appeal the Peer Review Panel and Provost decision to the Chancellor by notifying the CRF within 5 days of receipt of the decision.
- The CRF has 3 days to notify the Chancellor and forward the written Peer Review Panel decision for review by the Chancellor.
- The Chancellor issues a final decision within 10 days of the CRF notification.

For complete information, see Personnel Policies and Procedures Manual: Policy Number 2.016.

Faculty Appeal Policy

(Approved by the Faculty Senate, spring 2014. Information regarding this policy can be obtained from the Provost. FAP facilitator and alternate are appointed by the Provost.)

This Faculty Appeal Policy (FAP) applies exclusively to faculty for whom a promotional track exists, who in a non-adversarial forum wish to appeal reappointment, promotion and/or tenure denial decisions. Appeal processes for the dismissal of a tenured faculty member are found in Section IV of the Tenure Policy in the *Handbook for Faculty and Staff*. All other types of appeals are to be addressed by the *Conflict Resolution Policy for Faculty* in the *Handbook for Faculty & Staff*. Disputes that may occur during the tenure probation period, for example, those that relate to the annual review, are also handled through the *Conflict Resolution Policy for Faculty*.

The main sections of this policy are: I. Purpose, II. Administrative Responsibility, III. Faculty Duties and Responsibilities, IV. Appeal Process, V. Summary of Review Steps Based on Appeal Origination, Figure 1: Overview Map of the Appeal Process, VI. Sequence and Timing for all Review Levels, VII. Definitions, VIII. FAP

Facilitator Consultation & Informal Facilitated Discussion, and IX. Listing of Resource Exhibit Documents.

I. Purpose

This policy provides faculty with a reconsideration or appeal of reappointment, tenure and/or promotion denial decisions. This policy applies to termination of faculty, to tenure and/or promotion decisions that result in the termination of faculty, or to promotion denial decisions of tenured or ranked professors (e.g., assistant professors, professors of professional practice, ranked instructors).

II. Administrative Responsibility

The Provost and the Faculty Appeal Policy (FAP) Facilitator are responsible for administering this policy. Appellants shall not suffer reprisal or prejudice from exercising their rights under this appeal policy. The FAP Facilitator shall ensure that the appeal process timeline is followed as stated or as altered by mutual consent of the parties.

III. Faculty Duties & Responsibilities

The initial decisions regarding the awarding of tenure and promotion are made by faculty in the home department of the candidate. Subsequently, these decisions either are affirmed or denied sequentially at the Department Chair, College Dean, and University levels before presentation to the Board of Trustees. If a faculty member formally questions either the process and/or the outcome of tenure and promotion decisions, then this faculty appeal process is intended to provide notice, an opportunity to be heard, and feedback regarding these decisions. The granting of tenure is a right vested exclusively with the Board of Trustees. Therefore, all decisions involving promotion and/or tenure appointments made under the Tenure and Promotion Policy shall constitute recommendations to appropriate administrative bodies. The burden of proof in the presentation of a tenure appeal at all stages rests with the Appellant (i.e., faculty member who is appealing; see section VI. Definitions).

IV. Appeal Process

An Appellant may initiate an appeal at any step of the tenure and/or promotion process; see http://www.provost.tcu.edu/Tenure_and_Promotion/tenure_promotion.html for a description of the normal tenure and/or promotion process and the appropriate employment policy for other promotional ranked faculty. The appeal begins at the level at which the denial decision has occurred (i.e., Department, School, College, or University) using the procedures described here.

The appeal must begin within 20 days (one month) of the faculty member's receipt of written formal notification of denial. The Appellant contacts the University FAP Facilitator who will meet with and advise the Appellant. The Appellant begins the formal appeal process of a tenure and/or promotion decision through a written request to the FAP Facilitator. See Figure 1 for a summary of the appeal process, section VII for the sequence and timing of

specific events, and section VIII for specifics of the FAP Facilitator consultation.

The appeal/reconsideration will originate at the level at which the denial took place and the appeal shall move from lower levels to higher levels within the university. That is, the appeal case will move forward from the Department to the College Level and finally to the Faculty Appeal Hearing Committee (FAHC) and Provost. For example, a request for a reconsideration of a promotion/tenure denial that originates in the Department may not bypass the College Level Review. Substantive appeals, however, may only be considered in the academic unit or home (e.g., department) of the appellant. The Appellant may terminate the appeal process at any time.

If the denial is upheld (that is, the denial is not overturned) at all levels through the final appeal step which is the FAHC and Provost, the appeal process ends. If the denial is overturned at the Department Level or at the College Level, the appeal process ends and the case resumes under the normal tenure policy or the relevant policy on employment of ranked professors of professional practice, instructors, or the like. If the denial is overturned at the University Level by the FAHC, the recommendation is forwarded to the Provost; otherwise the appeal ends.

The appeal process may include Informal Facilitated Discussions. An Informal Facilitated Discussion can be requested by any appropriate party at any point in the appeal process to promote communication and clarification of relevant issues. Appellants are permitted to be accompanied by a colleague or professional support person/advisor during any scheduled meeting.

V. Summary of Review Steps Based on Appeal

Origination

Departmental Level Review

If a promotion and/or tenure denial decision was made at the Departmental Level, the faculty member requests a departmental reconsideration in writing to the Department Chair. Next, the Department Chair and the Department Advisory Committee shall conduct a review of the Appellant's Appeal File composed of the faculty member's original promotion and/or tenure application packet and the written request. The Departmental Level Review includes requests for reconsideration for any reason given by the faculty member. Note: substantive appeals of tenure or promotion denials may only be made in the academic unit of the Appellant where subject matter expertise exists.

College Level Review

If a promotion and/or tenure denial decision was made at the College Level, or if the appeal proceeds to the College Level, the Appellant requests a reconsideration in writing to the Dean. The Dean, in consultation with the College Advisory Committee (if relevant), shall conduct the review of the Appellant's Appeal File. Any member of a College Advisory Committee who also is a member of the Appellant's home department will recuse himself or herself from serving as a committee member at any levels above the departmental level. The Dean,

upon review, may exercise the option of remanding the case back to the Department for review. If a remand occurs, the Department Chair and Advisory committee will give the original decision an additional review and make a recommendation to the Dean and the College Advisory Committee. The College Level Review includes appeals for any reason given by the Appellant. If a substantive issue is raised, the College shall defer to the department or academic unit where the subject matter expertise exists to judge the fairness of the denial. While deferring to the departmental expertise, the college may still comment on the substantive issues.

University Level Review

Appeals originate at the University level only when the Provost declines to recommend tenure and/or promotion.

The faculty member initiates an appeal by submitting a written request for appeal to the FAHC. The FAHC will consider the case and make a recommendation to the Provost.

The FAHC decision is forwarded to the Provost and the Provost's decision is final. The Provost may consult with the University Advisory Committee. If this occurs, any member of the University Advisory Committee who also is a member of the Appellant's home department or is a member of the Appellant's College Advisory Committee will recuse himself or herself from serving as a committee member at any levels above the departmental level.

Faculty Appeal Hearing Committee (FAHC) Review

The last step of any faculty appeal is a review by and recommendation of the FAHC. The FAHC is used only once for any given faculty appeal and after lower level reviews are exhausted. Appeals arrive at the FAHC because of denial decisions originating at any one of three levels of the process: 1) a departmental level denial, 2) a college level denial, or 3) a University level denial. The FAHC is created on an *ad hoc* basis for each appeal case and will disband upon the completion of the case. The members will hear the case, review the Appeal File, and when or if necessary, request an

Informal Facilitated Discussion and/or consult with the relevant parties to the case. Regardless of how an appeal originates, when the appeal appears before the FAHC, the FAHC may consult with the Departmental and/or College Advisory Committee members, as well as the Department Chair and/or College Dean, before rendering a recommendation. Where substantive issues are raised in the appeal, the FAHC, Provost, Dean, and College Advisory Committee shall always defer to the judgments of the qualified faculty members of the Appellant's academic unit or home.

The FAHC final report will be written and sent to the Appellant, FAP Facilitator, and Provost within 10 days of receiving the Appeal File from the FAP Facilitator. A faculty appeal ends once the FAHC either recommends to the Provost that the denial be overturned or decides that the denial shall not be overturned but rather upheld. FAHC recommendations require an affirmative vote of a

simple majority of the members. The sequence and timing of each of these steps in the process are further described in section VI.

VI. Sequence and Timing for all Review Levels

Once the Appellant requests a reconsideration of a denial decision in written form, the FAP Facilitator will guide the sequence of events according to the below steps. After step 1, the timing of subsequent events may be reasonably adjusted due to special circumstances for either party, based on mutual consent.

1. The Appellant contacts the University FAP Facilitator who will meet informally with and advise the Appellant. The FAP Facilitator will schedule an appointment with the Appellant within 2 days and will meet with the Appellant within 10 days of the Appellant's initial contact. The Appellant begins the formal appeal process within 20 days (one calendar month; see section VI Definitions) of receipt of the written notice of a promotion or tenure denial by written request to the FAP Facilitator (email is sufficient). This written notice begins the procedure clock.
2. Within 10 days of the written request of appeal to the Facilitator, the Appellant forwards to the Facilitator a copy of the promotion or tenure application packet and a letter of request for a reconsideration (i.e., the Appeal File; see section VI Definitions) written to the appropriate administrator and committee members.
3. Within 2 days of formal written notification by the Appellant, the FAC Facilitator notifies the appropriate (level of the original denial decision) administrator and corresponding advisory committee members and within 2 days of receiving materials for the Appeal File from the Appellant, forwards this file to them.
In the case of a Review by the Faculty Appeal Hearing Committee (FAHC), the appropriate administrators are the College Dean and the Chair of the Faculty Senate. The selection process for the FAHC shall occur within 10 days and the steps as shown below will apply.
4. The administrator, advisory committee members, or FAHC members may request an Informal Facilitated Discussion for communication and clarification at any time. This request is made of the FAP Facilitator. The Review process is temporarily stopped and the sequence and timing steps of the Informal Facilitated Discussion (see section VIII.) are followed.
5. The administrator or appropriate committee members have 10 days from the receipt of the Appeal File to review the Appellant's case and issue a written response to the Appellant and FAP Facilitator. This document becomes part of the Appeal File. In the case of a Review by the FAHC, their written response is the final decision and the response and decisions are forwarded to the Appellant, FAP

Facilitator and Provost (along with recommendations); the appeal ends at this step. In the case of a Review by the Department, College, or University, the following steps of this process will apply.

6. Within 3 days of the receipt of the Department Chair's, Dean's or Provost's written response, the Appellant will notify the FAP Facilitator of the decision either to: a) end the appeal process; b) request an Informal Facilitated Discussion or c) continue the appeal through the next step.
7. Within 1 day of the Appellant's notification, the FAP Facilitator will report the decision to the Department Chair.
8. If the Appellant has chosen to continue the appeal, s/he must generate a written response to the Review which had been completed. This response is to be provided to the FAP Facilitator within 2 days of the Appellant's notification to continue the appeal. This document becomes part of the Appeal File.
9. Within 1 day of receipt of the Appellant's written response, the FAP Facilitator shall send in writing a request of the appropriate Level for either an Informal Facilitated Discussion or a Review.
10. Appellants who request a Review at the Department Level may not bypass College Level Review. Before a faculty member who originates a Review at the Department Level requests an appeal to the FAHC, the written request for reconsideration by the Department must be filed with the Provost. An appeal case stops with the decision and/or recommendation that is forwarded to the Provost by the FAHC, by earlier resolution at the Department or College Level, or by the decision of the Appellant.

VII. FAP Definitions

Appeal/Reconsideration: A reconsideration of a promotion and/or appeal denial always occurs at the department level. Because the faculty member is requesting a second look, the Faculty Appeal Policy provides for the original decision making body to take a second look or reconsideration of the original tenure/promotion denial decision. Reconsideration or substantive appeals of tenure and/or promotion denials must always be made in the academic unit (usually at the department level) of the appellant where subject matter expertise exists. An appeal/reconsideration is a **written request** for a review by the faculty member regarding the failure to recommend the faculty member for tenure and/or promotion or the denial of tenure and/or promotion. Appeals, rather than reconsideration requests, are made to the next level decision making bodies (e.g., the Dean or College Advisory Committee). If a faculty member is denied tenure and/or promotion by their respective department, they may request in writing a reconsideration of that decision. If the faculty member wishes to appeal the decision after a reconsideration of the decision, then the appeal may proceed to the Dean, the College Advisory Committee, or the Faculty Appeal Hearing Committee.

Appeal File: A file containing the Appellant's original tenure and promotion application packet and all relevant documents needed for a formal review of the promotion or tenure denial decision. The file consists of a brief written statement by the Appellant, written recommendations of the Department Chair, Dean, and/or Advisory Committees, and any other documents produced during the appeal process. Consistent with the University Tenure and Promotion Policy, all documents that were kept confidential during the original application process (e.g., external letters of review) shall remain confidential during the appeal process.

Appellant: An Appellant is any promotional track faculty (e.g., professor of professional practice or clinical professor) or tenure-track or tenured faculty who seeks to appeal a tenure and/or promotion denial decision using the procedures available under this FAP process.

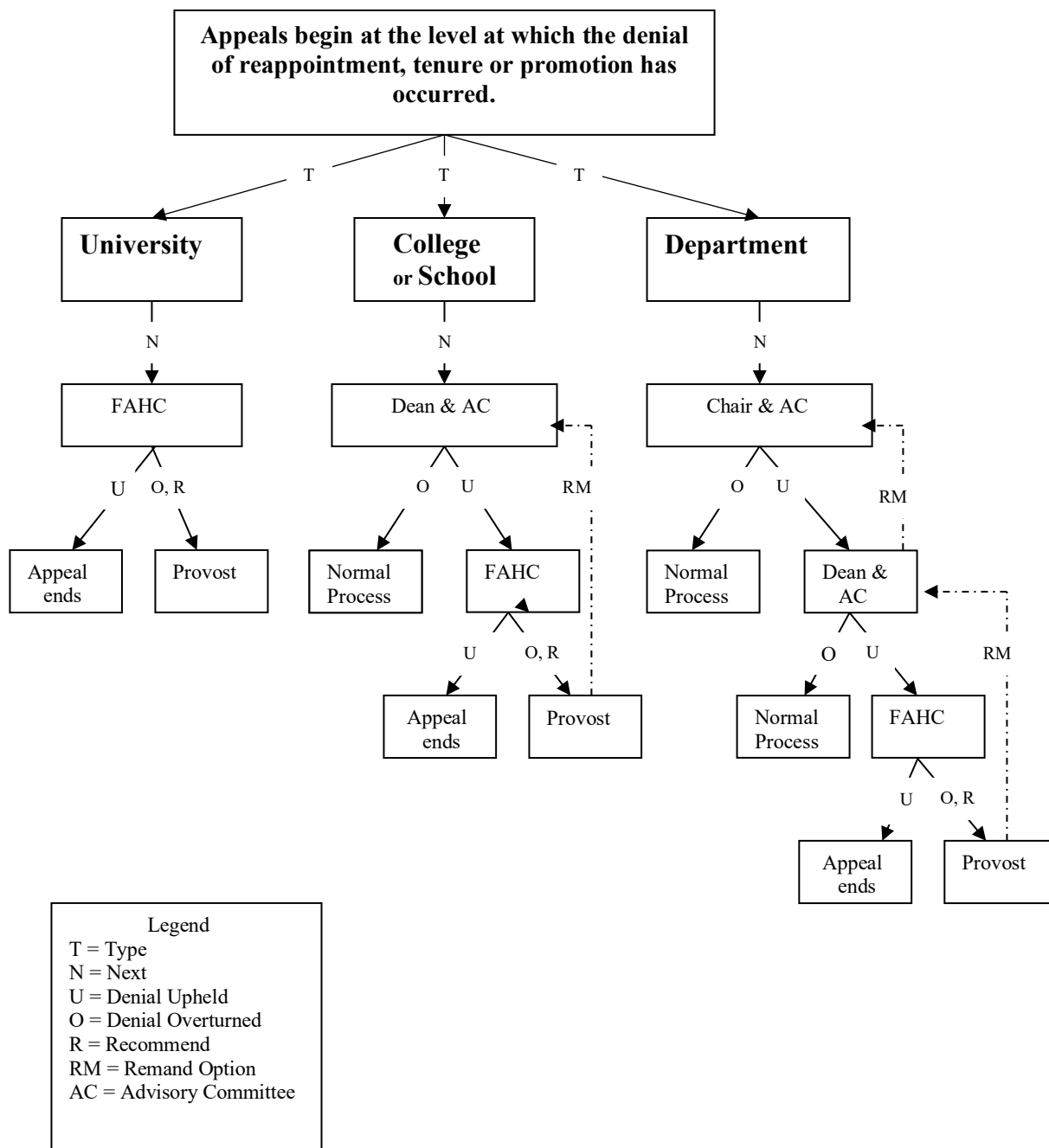
Advisor/Attorney/colleague or professional support person: At any time that a faculty member meets for an appeal or reconsideration of the tenure and/or promotion denial with any University official, the faculty member may consult with a colleague or professional support person/advisor. If either party selects an attorney as the advisor, the party shall provide the other party with at least a one week's notice before any meeting which the parties will jointly attend. The faculty appellant's advisor may attend these meetings. The advisor does not participate directly or make any type of representation.

Day: A day refers to normal business days during the academic year (i.e., fall and spring academic semesters). The parties and/or FAP Facilitator may, after mutual agreement, extend the time limits of the process.

Faculty Appeal Hearing Committee (FAHC): The Faculty Appeal Hearing Committee shall consist of five employees of Texas Christian University, one selected by the Appellant in question, one selected by the Dean of the Appellant's college and the remaining three selected from a list of 10 in accord with the following plan. The members of the FAHC should be unfamiliar with the details of case. The FAHC member chosen by the Appellant may be from any department or college. The FAHC member chosen by the Dean is from the home college. The Faculty Senate Executive Committee will identify the names of 10 additional faculty as potential members to complete the group of five. These 10 faculty must be chosen from outside the Appellant's department and college. The Faculty Senate Chair shall then present this list of 10 names to the two parties for ranking according to their preferences for membership on the Hearing Committee. The chairperson of the Senate, or designated representative, shall then select the three names most preferred by both parties, breaking any tied rankings by a method s/he deems appropriate. These three persons shall then designate one among themselves to serve as Chair of the five-person Faculty Appeal Hearing Committee. The committee is named on an ad hoc basis for each appeal case and will disband upon the completion of the case. The members will hear the case, review the Appeal File, and when or if necessary, request an Informal

Figure 1

OVERVIEW OF THE APPEAL PROCESS



Facilitated Discussion and/or consult with the relevant parties to the case. FAHC recommendations require an affirmative vote of a simple majority of its members. A final report will be written and sent to the Appellant, FAP Facilitator, and Provost within 10 days of receiving the Appeal File from the FAP Facilitator. Faculty Appeal Hearing Committee decisions are final and end the appeal process.

Faculty Mediator: A faculty mediator serves as a neutral third party who listens to both sides of a dispute. A mediator does not make decisions for the parties. Rather, a mediator facilitates dialogue among the parties and assists them in reaching resolution to their dispute. The FAP Facilitator will typically appoint two faculty mediators from the Mediators Committee when mediation is requested. All appointed faculty mediators (either TCU-employed or non TCU-employed mediators) will have received 40 hours of training in compliance with Title 7, Chapter 154, Texas Civil Practice and Remedies Code (see Exhibit A), and consistent with the Texas Mediation Trainer Roundtable Annotated Standards (see Exhibit B). The mediators must abide by the Standards of Practice established by the Texas Association of Mediators (see Exhibit C) and the Ethical Guidelines for Mediators established by the State Bar of Texas Alternative Dispute Resolution Section (see Exhibit D).

Informal Facilitated Discussion: An Informal Facilitated Discussion is designed to promote open dialogue between parties as they inquire, clarify, or explore relevant issues and concerns. These mediated sessions are voluntary and based on agreement by each party that confidentiality of the information shared in the discussion will be maintained. The discussions are informal in that the format is conversational. The discussion is facilitated by two Faculty Mediators who are professionally trained to guide others' dialogue impartially (see Faculty Mediator above). The sessions are discussions, thus more than one meeting may be needed as questions are raised and solutions sought. This process allows Appellants, Department Chairs, Deans, and the Provost to meet informally and talk about the elements of the case and is an opportunity for all parties to seek win-win outcomes in their dispute. Informal facilitated discussions are an aid to the process and are not intended to substitute for the decision making process described in the Tenure Policy of the *Faculty and Staff Handbook*.

Faculty Appeal Policy (FAP) Facilitator: The FAP Facilitator will be a current TCU faculty member who is familiar with tenure and promotion procedures. The Facilitator will represent and assist the parties engaged in the Faculty Appeal Policy (FAP) but will not make decisions for the parties. The FAP Facilitator is neither a representative of the Appellant, the faculty, nor the administration. Similar to the mediators, the FAP Facilitator will be a trained mediator of will receive 40 hours of training in compliance with Title 7, Chapter 154, Texas Civil Practice and Remedies Code. FAP Facilitators may also receive additional training related to dispute resolution. The Provost, in consultation with the Faculty

Senate Executive Committee, will appoint: a) an FAP Facilitator for a term of five years, and b) an FAP Facilitator Alternate, for a five year period, who serves as both an apprentice to the FAP Facilitator, and where necessary (e.g., a conflict of interest situation) as a substitute for the FAP Facilitator. Normally, the FAP Facilitator Alternate will succeed the FAP Facilitator upon completion of the five year appointment. The FAP Facilitator and FAP Facilitator Alternate will report to the Faculty Senate Chair and administer the policy with the Provost. The FAP Facilitators will serve terms with a two year overlap.

Parties: Under the policy, parties to the appeal may include any of the following: the Appellant, Department Chair, Dean, Provost, Department, College, Faculty Appeal Hearing Committee, or Department, College, or University Advisory Committees.

Remands: Under the FAP: a) the Dean may remand a promotion and tenure decision back to the Department Chair and Advisory Committee or b) the Provost may do the same by remand a decision to the Dean and the College Advisory Committee. The intent of a one-time-only use of a remand is to give the decision a second look. If upon remand, a decision is changed, then normal procedures will be followed. If no change in the decision is made, then the decision will ultimately be resolved by a FAHC or Provost decision as per the FAP process.

Time limits: A day refers to normal business days during the academic year (i.e., fall and spring academic semesters). The parties and/or FAP Facilitator may, after mutual agreement, extend the time limits of the process.

VIII. FAP Facilitator Consultation & Informal Facilitated Discussion

The FAP Facilitator is a third-party facilitator who is available to assist the Appellant in determining the basis and procedures for the appeal; the Facilitator consults with all parties to answer questions or to provide clarification. The FAP Facilitator will continue to serve and will consult with all the parties throughout the appeal process and is responsible for ensuring the timelines of the policy or to obtain mutual consent from all parties to alter the timelines.

The Appellant begins the appeal of a tenure and/or promotion denial by contacting the FAP Facilitator to discuss his or her case. The FAP Facilitator will schedule an appointment with the Appellant within 2 days and will meet with the Appellant within 10 days of the Appellant's initial contact. The FAP Facilitator will meet with and advise the Appellant. The Appellant then will formally initiate the appeal of a denial of tenure and/or promotion by notifying the FAP Facilitator in writing (email notification satisfies this requirement). The procedure clock starts at this written notification and is to be started within 20 days of the written notification of the denial of promotion or tenure.

Within 10 days after the formal notification of the appeal, the Appellant will provide the FAP Facilitator with a set of materials and documents in support of the appeal

case. These materials will constitute the Appeal File. Only written responses at each appeal step may be added to this Appeal File. If the Appellant is on a tenure track, the supporting materials will include a copy of the Tenure and Promotion Application Packet along with a written statement and supporting recommendations or other relevant documents. If the Appellant is on a promotional ranked track (e.g., professors of clinical practice) the supporting materials will include copies of relevant materials or documents along with a written statement and supporting recommendations for the appeal case. The supporting materials and documents become the original documents of the Appeal File. Also see above, section VI Sequence and Timing for all Review Levels.

Informal Facilitated Discussion An Informal Facilitated Discussion is a mediation that occurs during the appeal process between the Appellant and appropriate level administrators (e.g., if the appeal is at the Department Level, the appropriate level administrator is the Department Chair and/or the Department Advisory Committee). This meeting will include two trained mediators to facilitate conversation. The purpose of the Informal Facilitated Discussion is to promote open, confidential dialogue and to further explore and discuss reasons for the decision to deny tenure and/or promotion. The Informal Facilitated Discussion is a voluntary process and all parties involved in the discussion must agree to confidentiality concerning the content of these discussions. If the appeal case moves forward, additional Informal Facilitated Discussions may be requested by the Appellant, administrators, or advisory committee members.

The FAP Facilitator will guide and be responsible for the sequence of events of the Informal Facilitated Discussion according to the following:

1. If the Appellant or an appropriate-level administrator requests an Informal Facilitated Discussion, the FAP Facilitator will contact the appropriate parties, determine their agreement to the session and then notify all parties that the discussion will occur. If one party does not agree to this discussion, it will not occur. The FAP Facilitator will work with TCU Human Relations Department personnel to assign 2 faculty mediators from a list of trained mediators.
2. The informal discussion will take place within 10 days and may be extended by mutual consent of parties involved in the session.
3. Within 3 days of the conclusion of the Informal Facilitated Discussion, the mediators will notify the FAP Facilitator of the session outcome. Within that same 3 days, parties other than the Appellant who are involved in the Discussion and in subsequent decisions from the Discussion will notify the FAP Facilitator in writing (email satisfies this requirement) concerning any decisions. For example, if the Informal Facilitated Discussion has occurred during a Review at the Departmental Level, the Department Chair or Department Advisory Committee Members will have 3 days

after that discussion to issue a written response. The Facilitator subsequently will report all outcomes to all parties within 1 day.

4. Within an additional 3 days, the Appellant will notify the FAP Facilitator of his or her decision regarding the continuance of the appeal. That is, if the denial is overturned, the appeal case is ended; if the denial is upheld and the Appellant chooses not to continue the appeal, the appeal case is ended. Or, if the denial is upheld and the Appellant so chooses, the appeal will continue to the next level and will end with decisions made by the Faculty Appeal Hearing Committee.
5. The FAP Facilitator will report the Appellant's decision to all concerned parties within 1 day of notification by the Appellant; if the appeal will continue, this includes parties at the next level. If the Appellant has chosen to continue the appeal, s/he must generate a written response to the Review which had been completed for consideration at the next level. This response is to be provided to the FAP Facilitator within 2 days of the Appellant's notification to continue the appeal. This document becomes part of the Appeal File.
6. Within 2 days after the receipt of the Appellant's written response, the FAP Facilitator shall assemble and/or forward the Appeal File for review to the appropriate Level.

IX. Listing of Resource Exhibit Documents

These documents are available upon request of the FAP facilitator:

- Exhibit A: Title 7, Chapter 154, Texas Civil Practices and Remedies Code
- Exhibit B: Texas Mediation Trainers Roundtable 40 Hour Basic Mediation Training Standards
- Exhibit C: Standards of Practice established by Texas Association of Mediators
- Exhibit D: Ethical Guidelines for Mediators, State Bar of Texas Alternative Dispute Resolution Section

Student Grievance Procedures. The University has both informal and formal procedures which a student may follow when presenting grievances. A grievance is defined as any dispute or difference concerning the interpretation or enforcement of any provision of University regulations, policies, or procedures or state or federal laws applicable on the campus. Administrators, faculty, and students are encouraged in all instances to resolve grievances informally, and as promptly as possible. However, formal procedures may be followed when needed. These assure all parties to the dispute "fair play" rights and set certain time limitations. Information about the student grievance procedure policy is available from the office of the Dean of Campus Life.

Public Office. Recognizing the rights of faculty and staff members to engage in responsible political activity, the Board of Trustees adopted the following policy in March 1973:

The university faculty member is a citizen and, like other citizens, is free to engage in political activities consistent with his or her obligation as a teacher and a scholar at Texas Christian University.

Many kinds of political activity (e.g., holding part-time office in a political party, seeking election to an office under circumstances that do not require extensive campaigning, or serving by appointment or election in a part-time political office) do not interfere significantly with academic duties and responsibilities; where such is the case, this activity is consistent with effective service as a member of the faculty. Other kinds of political activity (e.g., intensive campaigning for elective office, serving in a state legislature, or serving a limited term in a full-time position) do interfere significantly with academic duties and responsibilities; for such activity, a faculty member will seek a leave of absence from the university.

In recognition of the legitimacy of political activity by faculty members, the university will provide institutional arrangements to permit it, similar to those applicable to other public or private extramural service. Generally speaking, the equivalent of no more than one day a week should be devoted to the duties of the office. Some extramural offices may require reduction of the faculty member's workload or a leave of absence for the duration of an election campaign or term of office, accompanied by equitable adjustment of compensation when appropriate. A faculty member may take an approved leave of absence without pay up to two years with such further extensions as the Chancellor, after consultation with appropriate divisional heads, may grant.

A faculty member, planning to undertake public office or seeking a leave for that purpose, should recognize that he/she has a primary obligation to the institution and to his/her growth as an educator and scholar. Mindful of problems which political activities may create for the administration, colleagues, and students, he/she shall consult with his/her administrative superior to determine the feasibility of pursuing such activities. The results of this consultation, if favorable, will be put in a written proposal and submitted through channels for concurrence or other decision by the Chancellor. If approved, an agreement shall be signed in duplicate by both the Chancellor and the faculty member.

WORK LOAD POLICY

(Approved by the Provost's Council,
September 2004)

Workload - Faculty. Faculty workload at TCU includes teaching, research and creative activities, professional service including administrative tasks, advising and

counseling students, and other assignments requested by University officials. In general, assignment of a teaching load involves consideration of variables, which include but are not limited to number of sections, number of preparations, class enrollments (i.e., credit hours generated), course level, contact hours, and similar factors. Work load, including teaching load, for any specific faculty member is highly variable and depends on specific assignments by appropriate University officials. Normal teaching load is defined as equivalent to 12 semester credit hours during each semester of the academic year.

Emergency Situations. In emergency situations a full-time faculty member may be approved to teach a maximum overload of four semester hours with the approval of the Chair, Dean, and the Provost/Vice Chancellor for Academic Affairs. Requests for overload assignments must be accompanied by (1) documentation that an emergency situation exists, (2) explanation as to why the assignment would be considered an overload, and (3) a plan to rectify the situation during the semester the emergency exists. Should some type of overload compensation to the faculty member be deemed appropriate by the Dean, a load reduction in the following semester is the preferred accommodation. In some cases, the faculty member may receive remuneration at the adjunct rate in the unit.

MLA Teaching Assignments. Full-time faculty may also teach in the Master of Liberal Arts program, provided that they teach no more than two courses within three successive years. Teaching MLA courses during the summer session does not count against the maximum number.

Exempt Staff/Academic Administrator Teaching Assignments. Professional personnel employed by TCU are a valuable resource who can serve an important role by teaching on an adjunct faculty basis; likewise, periodic teaching provides exempt staff members a varied and expanded dimension to their professional activities. However, exempt staff are employed to provide expertise and skills in support areas; their primary responsibility is in these areas. The following guidelines govern non-instructional exempt staff teaching assignments: (1) Full-time exempt staff will not be approved to teach during their normal working hours without express written agreement for each course from the appropriate supervisor and hiring unit. (2) Full-time exempt staff normally will not be approved to teach more than one section (usually 3 semester hours) in a given semester. (3) Full-time exempt staff will not be approved to teach more than one section during the three summer sessions (i.e., one section in one of the sessions). (4) Part-time exempt staff will not be approved to teach more than two sections during a given semester and may not teach more than two sections during the three summer sessions. Part-time exempt staff will not be approved to teach sections scheduled at times which conflict with their primary responsibilities. (5) No

compensation will be paid to individuals for teaching during their normal working hours for whom teaching is part of their job descriptions. (6) All exempt staff (full and part time) must obtain the written approval of his/her supervisor each time he/she teaches as an adjunct faculty. Compensation will be on the basis of adjunct faculty rates. No compensation will be based on a percentage of salary or on a commission basis.

Academic administrative personnel normally are not compensated for teaching assignments. In order for an academic administrator to receive additional compensation for teaching, *each* of the following criteria must be met:

(1) The administrator should not hold an academic appointment in the department in which the course is to be offered. (2) The course must be offered in the evening or at a time beyond the administrator's normal work schedule. In other words, teaching the course must be viewed as above the normal responsibilities of the administrator. (3) Generally the course must be a specialized offering of the department or program. This means that few, if any, faculty members in the department are qualified to teach the course. (4) An administrator cannot teach more than one course per year at additional compensation. (5) Compensation will be based on adjunct faculty rates. Any exception to these guidelines must be approved by the Provost/Vice Chancellor for Academic Affairs.

Individuals employed in positions classified as nonexempt staff will not be approved for teaching assignments.

Merited Faculty Leave with Pay. The University supports the concept of merited leaves with pay for full-time faculty. Faculty merited leaves are a privilege, not a right. Normally, leaves are awarded only to tenured faculty and are awarded to faculty whose leaves enhance the academic profile of their college or the University. The term of such leaves will be either one semester or two semesters. Remuneration will be full salary for a leave of one semester or 55.75 percent salary for a leave of two semesters. Normally, seven academic years at TCU must pass between applications for leave of absence. Hence, one applies for a leave in the fall of the seventh academic year since the previous leave with the award taken in the eighth year of service. Unless previously agreed to by the Dean and the Provost, a faculty member coming to TCU with prior years of service is expected to be employed at TCU for a full seven years before receiving a leave to be taken in the eighth year. Faculty who receive leaves with pay assume a contractual obligation to return to the University for at least one year. A full written report of the achievements of the faculty member must be delivered to the Provost within two months of the completion of the leave. Leave outcomes should be clearly summarized in that year's Faculty Annual Report and will be assessed for merit. The faculty member should request his/her leave to the Provost/Vice Chancellor for Academic Affairs through the department chairman and dean, each of who are required to submit covering letters. The application should give a clear statement of objectives and plans for the

period requested. A full up-to-date curriculum vita should accompany the request. Applications must be received by the Provost/Vice Chancellor no later than November 15 of the academic year preceding the leave. Announcements will be made on or around December 15. Priority will be given those requests that will serve the teaching and research competence and productivity of faculty in their positions at TCU. It is expected that applicants will make every effort to obtain outside financial assistance. If the leave plan or project changes significantly, it must be resubmitted and approved by the unit Chair, Dean and Provost. The number of leaves per year will be determined by the appropriate dean (within an academic unit), with priority given to assuring sufficient high quality course coverage within the department. Faculty on leave are expected to reduce their teaching and service obligations to a minimum. If leaves involve one semester, the faculty member may not have a zero teaching load the other semester and should expect to teach at least one-half of the entire year's teaching load.

Leaves of absence without pay for the purpose of further study, military duty and other appropriate reasons may be granted by the Provost/Vice Chancellor for Academic Affairs on the recommendation of the appropriate dean or administrative official. They will be granted for good cause for the period requested. Where possible, such absence should be planned so as to interfere with work of the University as little as possible. Requests should be filed at the earliest possible date. Faculty members' insurance and other benefits may be kept in force, provided prior arrangements and the necessary changes have been made with the Human Resources Department. Tuition remission for spouse, dependents or domestic partners will not continue. The University, upon approval by the Provost/Vice Chancellor for Academic Affairs, will make available an interest-bearing note in the amount of the tuition charges. If the faculty member returns for at least one full academic year of employment, the principal and interest will be cancelled.

The University, in compliance with the Family and Medical Leave Act of 1993, provides up to twelve weeks of leave to eligible faculty and staff in the following situations: (1) childbirth, adoption or acceptance of a foster child; (2) to care for a seriously ill spouse, domestic partner, child, or parent; (3) for the person's own serious illness. Leave is granted provided certain conditions are met. See *University policies 6.015 (Sick Leave) and 6.025 (Leaves of Absence) for more information or contact the human resources department.*

Sick Leave. Faculty with fewer than six years of employment at TCU are eligible for up to three months of paid sick leave plus an additional three months of unpaid sick leave. After six years of employment, these allowances double. It is the policy of TCU to provide faculty with paid time off for personal or family illness or injury, disability due to pregnancy and childbirth, and the birth or adoption of a child to the extent of accrued sick leave. In order to take leave upon the initial date of birth

or adoption of a child, the child does not have to be ill. Sick leave can be used for this purpose so that faculty, male and female, may have an opportunity to balance career and family. If both parents are employed by the University, only one parent may take sick leave to care for the child upon the initial date of birth or adoption.

For complete information, see University Policies and Procedures Manual: Policy 6.015 Sick Leave and accompanying Guidelines for Leave to Care for a Child at Time of Birth or Adoption.

ACADEMIC RESPONSIBILITIES AND PROCEDURES

Teaching. The instruction of students is the first purpose of the University and the prime responsibility of every faculty member.

Faculty members must maintain professional competency. The University encourages all faculty and staff members to continue their formal education, where applicable, and to belong to the important learned and professional societies in their fields. Contributions to professional and other publications are not only encouraged, but are considered important to the maintenance of professional competency. Faculty members are expected to contribute their expertise to various university committees. Chairs and deans should make a special effort not to allow such work to consume an unreasonable amount of the faculty member's time.

Faculty members are urged to accept invitations to events given by student organizations. The University encourages the involvement of the faculty in the out-of-class activities of students.

Student Perception of Teaching. Affirming that the instruction of students is the first purpose of the University and the prime responsibility of every faculty member, the University requires that all faculty members provide students in their classes with the opportunity to formally evaluate instruction in accordance with established procedures.

Such evaluation provides beneficial information to the faculty member for the continued improvement of instruction and provides one measure of a faculty member's performance for decisions concerning promotion, tenure and merit salary increases. The evaluation of all part-time and full-time faculty will occur each semester. Requests for formal course evaluations to be conducted outside of the normal course evaluation period and which are to be used for the evaluation of faculty job performance and continuation must be approved by the Chief Academic Officer.

Registration. Faculty and university staff members are expected to serve as needed during the periods of registration under the supervision of the dean or

department head. It is imperative that this important process go as smoothly and rapidly as possible.

Class Scheduling. The compilation of class schedules in such a large university is necessarily complex and difficult.

Classes will be scheduled from 8 a.m. - throughout the day. So far as possible, classroom assignments and hours will be drawn up with every consideration for convenience and need, but the teacher's assignment may be distributed throughout the available hours. Many factors, such as size of class, equipment needed, etc., must be considered. Consequently, any requests for changes should be carefully considered and discussed with the department chairman and dean. To avoid conflicts, all changes in the published schedule must be cleared by the Registrar's Office.

Class Periods. All classes and laboratories should begin promptly at the scheduled hour and every effort should be made to close the periods on time.

Classes which run beyond the regular time and prevent students from reaching their next class have been a cause of complaint. Every effort must be made to avoid this situation.

Course Syllabus. Students in each course will be given a syllabus very early in the term, preferably on the first meeting of a course. A file copy of the syllabus should be submitted to the department chair or analogous supervisor. A syllabus should include the following:

- * the goals of the course;
- * a clear statement of course expectations - essentially, what students shall be expected to do in order to satisfactorily complete the course at different performance levels (generally speaking, what does it take to get an A, B, C, etc.?);
- * a statement of the faculty member's policies on attendance, make-up work, missed exams and the like;
- * information concerning major projects or papers and when these assignments must be completed by the students;
- * if course is a 50000/55000 course, distinct grading arrangements and extra assignment expectations for students receiving graduate credit;
- * information about the number and dates of the exams;
- * a statement reflecting TCU policy regarding accommodations under Americans with Disabilities Act (ADA).
- * a statement indicating how the instructor can be reached and how office hour requirements will be met.

Class Rosters. Departmental class rosters can be produced in each department. Faculty can also access class rosters on the Web. New rosters should be produced before the first day of class, at the end of the first week of classes, and periodically to inform faculty of changes that have taken place.

In all instances, a careful check should be made as soon as possible to make sure that the students attending the class appear on the class roster. If a student is attending but the name is not on the roster, he or she should be instructed to contact the Office of the Registrar immediately. If a name is listed on the roster, and the student has not attended, contact the Office of the Registrar. If, after contact with the Office of the Registrar, a name continues to appear on the class roster and the student is not in attendance, please notify the Office of the Dean of Campus Life. Students enrolled for the course for non-credit (or audit) are indicated by the symbol "AU" on the roll.

Office Hours. In addition to regular classroom and laboratory hours, all faculty members should be available for consultation at regularly scheduled office hours. This schedule should be arranged after consultation with dean or department head, and the office hours clearly posted for the aid of students.

University Communication. TCU makes every attempt to communicate in a timely and effective manner. The University utilizes U.S. mail, campus mail, telephone calls, and/or TCU-provided email to communicate official University business. Information communicated by TCU email (tcu.edu account) is considered an official communication from the University. In the event of an emergency, the University will communicate through the TCU Alert System. Most offices use TCU email exclusively to communicate important information; therefore, it is important to access the TCU email account regularly or forward that account to an email account that is accessed regularly. It is also imperative to keep address and telephone information current. These are maintained via FrogNet.

Independent Study Protocol. Credit bearing courses at TCU must be approved by the appropriate school or college curriculum committee and, as appropriate, the Undergraduate and/or Graduate Council. Following approval at these levels, courses must also be approved by the University Council. This is a critical dimension of faculty governance. On occasion, a credit bearing course may be offered on an experimental basis to allow faculty to refine the course content and approach before submitting it for formal approval. In these cases, approval from the Academic Dean is required and may not be given for more than two semesters. Courses taught as Special Problems, Special Projects, Independent Study or Directed Study may be offered without Curriculum Committee and Council approval if no more than three students are enrolled.

Audit Enrollment (Course visitor). Occasional visitation of classes by students is allowed with the consent of the instructor. Any extended attendance requires enrollment as an auditor. Auditors are admitted to classes on a space-available basis only. A non-refundable audit fee is charged. TCU Scholars are given the opportunity to

audit one class (for which auditing is permitted) without fee within 12 months after notification of eligibility. TCU Scholars will be expected to follow established regulations for auditors. The following regulations are applicable:

1. Certain classes — laboratory and clinical classes, Ranch Management classes, laboratory sections of lecture classes, activity and performance classes (e.g., various studio art courses, music performance courses and ballet classes) — may not be audited.
2. The only period during which students may register for an audit or change a credit class to audit is from the second day of late registration to the last day of late registration as published in the University calendar. It is recommended that prospective students consult the instructors of courses in which they are interested before they register. Students wishing to audit graduate courses must be admitted for graduate studies and have written approval of either the instructor of the course for which they wish to register or the Dean of the college in which the course is taught.
3. Classroom recitation and participation may be restricted at the discretion of the instructor; no grade is assigned and no credit is awarded.
4. If credit is desired, the student must register for and repeat the regular course after paying regular tuition.
5. The auditor's name will appear on the instructor's class roster. In order for "AU" to appear on the student's transcript, the instructor must certify at the end of the semester that the student has attended as an auditor by entering an AU. Auditors who are not approved by the instructor should have a final grade NAU recorded on the roster. Enrollments with NAU will be omitted from the student's record.

Student Records. All permanent academic records of students are kept in the Registrar's Office. No disciplinary actions are ever recorded on a transcript.

The Family Educational Rights and Privacy Act. TCU abides by the Family Educational Rights and Privacy Act of 1974, a federal law which provides that the University will maintain confidentiality of student records. Faculty should be aware of the requirements of The Family Educational Rights and Privacy Act as the University accords all the rights under the law to its students. No one outside the institution shall have access to, nor will the institution disclose, any information from students' educational records without the written consent of the student except to personnel with a need to know within the institution, to officials of other institutions in which students seek to enroll, to persons or organizations providing students' financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of students or other persons.

In addition, the parents of a student who have established the student's status as a dependent according to the Internal Revenue Code of 1954, Section 152, may have

access to student records (student is claimed as a dependent on the parents' most recent tax return). If a question arises as to the dependency status of a student, please contact the office of the Registrar for clarification. All the exceptions to the law outlined above are permitted under the Act.

Within the TCU community, only those members, individually or collectively, acting in the students' educational interest are allowed access to student educational records. Those members include personnel in the administrative offices of the University and academic personnel within the limitations of their need to know.

At the discretion of the University, TCU may provide directory information in accordance with the provision of the Act to include student's name, address, telephone number, email, image, names of parents of dependent students, date and place of birth, major field of study, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the student, participation in officially recognized activities and sports, and weight and height of members of athletic teams. Students may withhold directory information by notifying the Registrar in writing. Request for non-disclosure will be honored by the institution for only one year and authorization to withhold directory information must be filed annually in the Registrar's Office.

The law also provides students with the right to inspect and review information contained in the educational records, to challenge the content of those records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their files if they feel the decisions of the hearing panels are not acceptable. Local policy explaining in detail the procedures to be used by TCU for compliance with the provisions of the Act is available in the following offices: Provost/Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs, Dean of Campus Life, Registrar, Scholarships and Financial Aid.

Withdrawals from Classes. After a student has been duly enrolled in a class, he or she is considered to be officially in that class and responsible for a grade until he or she has formally dropped from the class or withdrawn from school. Merely discontinuing class attendance does not constitute a drop or withdrawal. A student who desires to drop a course or withdraw from the University should follow the established procedure originating in the Registrar's Office. The date of withdrawal for purposes of tuition adjustment shall be the date of official withdrawal. The Registrar's Office should be consulted for details concerning current university withdrawal policy.

Attendance Expectations and Official Absence Policy. Regular and punctual class attendance is essential, and no assigned work is summarily excused because of absence, no matter what the cause. Records of class attendance are the responsibility of the faculty, and every course's syllabus should clearly state the instructor's policy on class

attendance and how attendance affects a student's final evaluation in the course. Students who miss an instructional experience are expected to meet with faculty to discuss their absence as soon as possible.

When a student is absent to represent the University (as in athletics, chorus, band, national or state meetings of organizations represented at TCU), then an Official University Absence may be granted by the Campus Life Office. Faculty/staff who wish to have an activity sanctioned for Official University Absence status, must submit the names of all students, including date and hours absent from campus, to the Campus Life Office no later than one week prior to the date of the activity. The Dean of Campus Life reviews and approves the request as appropriate and distributes the names to all faculty through a weekly email to department heads and administrative personnel. Faculty are required to permit students to make up work missed because of Official University Absences.

When a student misses class for any reason other than an Official University Absence, the student is expected to follow the instructor's policy as stated in the course syllabus. The student should contact his/her instructor as soon as possible after he/she knows the absence will occur or has occurred. If the cause of the absence is a serious illness, catastrophic accident, or family emergency, each instructor should assist the student to make up any missed work. Time lost through such absences should not prejudice class standing. Faculty members should specify the appropriate time frame for making up missed work. If the cause of the absence is less compelling (choosing to miss class, oversleeping), instructors may or may not permit the student to make up missed work, and may or may not assess a penalty for class absence.

If any of the following conditions are true, the faculty member should contact the Campus Life Office:

- The faculty member is concerned for the student's health or well being, or thinks the student needs additional help.
- The student has had excessive absences in the class. (An instructor should not assume that continued absence from class indicates an official withdrawal unless confirmed by the Registrar.)
- The faculty member believes the student has been untruthful about the cause of his/her absence.

If the Campus Life Office is working with a student regarding an emergency or ongoing personal concerns affecting the student's academic performance, the student's faculty will be notified by email or telephone. Students are encouraged to use the resources of the Campus Life Office if an emergency situation occurs, or if assistance is needed to resolve individual concerns.

Disruptive Classroom Behavior and Lack of Academic Progress Policy. Disruptive behavior is prohibited. Disruptive behavior includes but is not limited to conduct that substantially interferes with or obstructs the teaching or learning process. Civil expression of disagreement with the course instructor, during times when the instructor

permits discussion, is not itself disruptive behavior and is not prohibited.

When any student, acting individually or in concert with others, obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary, or public service activity, or any other activity authorized to be discharged on behalf of the University or held on the University's premises, the student may be asked to stop the disruptive behavior by an instructor or staff of the University. If the student continues, an instructor/staff member is authorized to tell the student to leave the area or classroom and, if the student will not leave, to call campus police.

The instructor/staff may immediately call campus police, without prior request to the student, if presented with an unsafe situation, threatening behavior, violence, or in other appropriate circumstances.

1. Withdrawal of Student from Class or Other Educational Experience

When a student disrupts a class or other educational experience, acts in a threatening manner, is not making acceptable academic progress, or if the student's behavior or lack of preparation is detrimental to the educational experience of others or could create an unsafe condition, or if the student is compromising the learning environment, the instructor may take action to withdraw the student from the class or educational experience.

To do this, the instructor shall provide the student written notice of intent to withdraw the student from the class or educational experience, with an explanation of the instructor's reason(s), and with a copy to the instructor's department chair (or, when there is no department chair, to the associate dean of the instructor's college or school). The notice should schedule a meeting with the student and the department chair (or, when there is no department chair, with the associate dean or dean of the instructor's college or school) to occur within 7 days of the notice. The instructor may bar the student from the class or educational experience pending the result of the meeting, and the written notice should advise the student if there is such a bar. At the meeting, the student may have one advisor. Following the meeting, the instructor shall decide whether to withdraw the student from the class or educational experience. If a student is withdrawn, his or her grade will be recommended by the instructor to the dean of the instructor's college or school as either a "Q" or an "F." The student may appeal this decision within 7 days in writing to the academic dean or designee. During the student's appeal, the student remains withdrawn from and is barred from attending the class. The dean's decision may be appealed in writing to the Academic Appeals Committee within ten (10) academic days of the dean's decision. The Academic Appeals Committee will follow the appeals procedures in the Academic Appeals Committee Policy which may be obtained in full from the chair of the committee or the Provost's office.

2. Denying Enrollment, Suspension, Expulsion, and Other Appropriate Action

When a student disrupts a class or other educational experience, acts in a threatening manner, is not making acceptable academic progress, or if the student's behavior or lack of preparation is detrimental to the educational experience of others or could create an unsafe condition, or if the student is compromising the learning environment, or if the student has acted contrary to the professional or ethical standards of the University, a department thereof, or a particular field, an academic dean, or the dean's designee, may additionally:

- A. deny class enrollment to the student; or
- B. suspend or expel the student from the University or from one or more of its programs;
- C. take other appropriate action.

The student affected by such a decision by an academic dean, or the dean's designee, may appeal in writing to the Academic Appeals Committee within ten (10) academic days of the dean's decision. The Academic Appeals Committee will follow the appeals procedures in the Academic Appeals Committee Policy which may be obtained in full from the chair of the committee or the Provost's office. The decision of the academic dean (or designee) remains in place during the pendency of the appeal.

A student so suspended or expelled shall have a grade of "Q" or "F" recorded for each course in progress as determined appropriate by the academic dean. The transcript will not record suspension or expulsion.

3. Non-students and Non-enrolled Students

Non-students and students not enrolled in class may be permanently removed by an instructor of the class, without formal review. Non-students who disrupt University activities may be removed from campus and banned from returning.

4. Other

Although some disruptive behavior may be due to a mental or physical disorder, as it relates to violence, disruptive or threatening behavior, students with such disorders will be held to the same standards as others.

Nothing in this policy limits a person including but not limited to an instructor, academic dean, associate dean, or department chair from referring a matter to the Office of the Dean of Campus Life or pursuing disciplinary action against a student or person through a complaint filed in the Office of the Dean of Campus Life.

This policy is not intended to limit any authorized University employee, staff member, official, vice chancellor, chancellor, members of the Board of Trustees, or a member of the Office of Dean of Campus Life, from appropriately addressing behaviors covered by the policy.

Approved by University Council, May 2005

Class "Walks." The granting of "walks" or early dismissal of classes and laboratories is viewed as a grave breach of professional and academic integrity by the University. This is especially true on days preceding holidays. "Walks" will not be granted at any time unless circumstances beyond the control of the faculty member, such as sudden illness or emergency, should occur.

Grading. The University's system of grading and a discussion of the grade-point system will be found in the *Undergraduate Studies Catalog* in the bachelor's degree section under Definitions and Regulations, in the *Graduate Studies Catalog* under Academic Rating System, and in the *Brite Divinity School Catalog* under Grading and point system. All faculty members should familiarize themselves with this section, especially that area dealing with "I" grades and drops.

A "Q" grade is assigned for a course which is dropped with permission of the dean of the school or college of the student's major (and dean of the school or college in which the course is offered, if different) in consultation with the instructor of the course when reasonably possible.

The University's course numbering system will also be found in the *Catalog*.

Grade Rosters. Faculty members are expected to report "Unsatisfactory Progress Reports" for students at mid-semester. A distinctive set of Web-based grade rosters is produced for unsatisfactory grades.

At the end of each semester (or session), final Web-based class rosters for semester grade reporting are produced. For most classes, two separate rosters are produced, one for students who are graduating that semester and one for all other students. For students who are on the graduation grade roster, grades are due before 5:00 p.m. on the Wednesday of exam week. (See final exam policy for guidance in giving finals to these students.) For all other student grades, the rosters must be submitted within 72 hours of the final exam. Information related to the deadlines, grades, and submission of the rosters will also be emailed.

Grades will be available to students online at the end of each semester. At mid-semester, students are provided notices by email of the courses in which their progress has been reported as unsatisfactory.

Procedures for Grade Appeal.

The following procedures are specified for filing a formal grade appeal. Appeals of program dismissals, sanctions for academic misconduct or other appeals of an academic nature shall follow analogous procedures beginning at the appropriate level. For example, the appeal of a program dismissal by an academic dean would begin with a discussion with the academic dean, followed directly by an appeal to the Academic Appeals Committee.

For the purposes of this policy, "academic dean" refers either to the dean of a college or to an associate dean of that same college designated by the dean to handle the relevant academic matters.

Preconditions for a Formal Grade Appeal: In the event a student questions the appropriateness of a grade assigned for a course or the results of another critical component of a degree requirement (e.g. oral exam, juried exhibition, thesis, etc.), the student must first discuss the matter with the faculty member(s). These discussions between the faculty member and student should be

initiated by the student as soon as possible after the grade is assigned, but no later than six (6) academic days following the disclosure of the grade to the student. The faculty member is expected to respond within five (5) academic days of the initiation. If there is no response from the faculty member, the student may present the issue directly to the department chair. In the event that the faculty member(s) agrees to change the grade/decision, the normal process for changing a grade shall be followed. If the student wishes to appeal the faculty's decision after these discussions, he or she must follow the formal grade appeals process outlined below.

NOTE: An academic day is defined as a school day on which TCU classes are meeting. Initiation of the discussion is any attempt to contact the faculty of record, or chair of examination committee in the case of a candidacy exam or thesis/dissertation defense, about the grade, including email or other written correspondence (recommended), personal meeting and telephone call or message.

Formal Grade Appeal:

1. Appeal to the Department Chair or appropriate Administrator (see Dean's office for appropriate administrator).

The student may appeal the faculty decision **in writing** to the department chair of appropriate administrator within fifteen (15) academic days of the first day of the next long semester if a satisfactory resolution is not reached in the initial discussion with the faculty. Exceptions to deadlines set forth herein for students in unusual circumstances (for example, studying abroad) may be granted in writing by the dean of the college/school in which the course (or critical component) was offered. An exception may also be granted by the Provost/Vice Chancellor for Academic Affairs.

The department chair or appropriate administrator will become familiar with the facts of the case by communicating with the student and the faculty member(s). The parties have a right to meet with the chair without the other party present. The faculty member or examination committee chair will respond **in writing** to the department chair concerning the student's appeal. At any point in the appeals process, the appealing student has the right to request and obtain copies of any materials relating to the student that have been shared with others to justify the grade or other issue under appeal.

The department chair or appropriate administrator may either accept or deny the student's appeal. The chair will notify the student and faculty member(s) of his/her decision in writing within ten (10) academic days of receiving the appeal. In the event that the department chair accepts the student's appeal, and no further appeals occur, he/she will initiate a grade change through the dean of the college.

EXCEPTIONS - If the department chair is involved in the appeal as the faculty member (or as one of the faculty members), the chair of the

department advisory committee will assume the department chair's role in the appeal process. If the department does not have a department advisory committee, the chair of the school/college advisory committee will assume the department chair's role in the appeal process.

2. Appeal to the Academic Dean.

The chair's position may be appealed **in writing** by the student or faculty member(s) to the appropriate dean within ten (10) academic days of the department chair's decision.

The dean will become familiar with the facts of the case by reading the prior appeal documents and by communicating with the student, faculty member(s) and the department chair. The parties have the right to meet with the dean without the other party present.

The academic dean will notify the student, faculty member(s) and the department chair of his/her decision **in writing** within ten (10) academic days of receiving the appeal. In the event the dean upholds the student's appeal and no further appeals occur, the change of grade shall be reported by the dean to the registrar's office.

EXCEPTIONS - If the dean of the college/school is involved in the appeal as the faculty member, the appropriate associate dean will assume the dean's role in the appeal process.

3. Appeal to the Academic Appeals Committee.

The dean's decision may be appealed **in writing** by the student, the faculty member(s) or the department chair to the Academic Appeals Committee within ten (10) academic days of the dean's decision. The Academic Appeals Committee will follow the appeals procedures in the Academic Appeals Committee Policy which may be obtained in full from the chair of the committee or the Provost's office.

The appeal by the student, the faculty member(s) or the department chair will be sent to the Academic Appeals Committee chair **in writing**. The material corresponding to the appeal should include a letter to the committee discussing the reason for the appeal and all pertinent documents that support the appeal. When the appeal is received, the committee chair will ask the appropriate dean for all written documents pertaining to the appeal. Once the committee chair receives the documents, he or she will convene a hearing panel and distribute the documents to the hearing panel members for review. During the review of the material, the chair may request other documents pertaining to the appeal. The chair will set a date for a hearing that will include the appropriate committee members, the student and the faculty member(s). The chair will request that the dean or a designee be present to represent the college or school.

A hearing will take place at which time all parties will have an opportunity to discuss their case and committee members will ask questions to better understand the appeal.

The committee will confer and come to a decision on whether to support the appeal or not. All parties will be notified **in writing** of the committee's decision within ten (10) academic days of the hearing. In the event the committee upholds the student's appeal and no further appeals occur, the chair will advise the appropriate dean to report the change of grade to the registrar's office.

4. Appeal to the Provost.

The student, dean, faculty member(s) or the department chair may appeal the Academic Appeals Committee's decision to the Provost of the University **in writing** within ten (10) academic days of the committee's decision.

All questions pertaining to the appeals policy and procedures should be addressed to the chair of the Academic Appeals Committee or the Provost's office.

Final Evaluative Exercise Policy. Faculty members are to administer an appropriate final evaluative exercise in all classes. The form of the evaluative exercise may vary according to the course level, objective(s) and instructional methodology. Prior agreement with the appropriate next level administrator is required before omitting a final exercise or scheduling a final evaluative exercise outside the published schedule.

The five-day periods for final examinations at the close of the fall and spring semester are published in the University Calendar. Final examinations for evening classes are conducted in the regular classrooms during the week of final examinations. If necessary, the final examination for evening classes meeting twice a week may be scheduled for both of those nights. The schedule for final examinations is to be followed; no final examination may be given before the beginning of the final examination period (see exception for graduating students and prior agreement with appropriate next-level administrator noted above).

Rescheduling of Finals: If the published final examination schedule would require a student to take more than two final examinations in a 24-hour period, the student can arrange to take one of the exams at another time. The student shall determine which final examination is to be rescheduled. The rescheduled exam shall be given at a time mutually agreeable to the student and the faculty member. A final exam may not be rescheduled so as to violate the 24-hour rule. Rescheduling arrangements must be made one week prior to the last day of classes. Unless the student is graduating, the exam must be taken during final examination week. **Rescheduling of final examinations is permitted only for graduating seniors and to meet the 24-hour rule.**

End of Semester Study Period. The academic calendar provides for a study period between the last day of classes and the beginning of final examination week. This study period is intended to provide maximum, uninterrupted study time. No classes, laboratories, or examinations of

any kind will be scheduled during this period (see exception for graduating students).

Exception to Final Examination and Study Day Policies for Graduating Students. As grades for graduating students must be submitted to the Registrar at least 72 hours prior to Commencement, graduating students who have exams beginning at 3:00 p.m. or later on the Wednesday of Finals Week must reschedule to an earlier time. Study days and the Saturday prior to Finals Week are available for faculty to reschedule graduating students.

Teaching Materials Policy. Instructional materials authored, created, produced or supplied by the course instructor may be assigned to be purchased by students for a course taught by the author. If such materials are simply reproduced for class distribution, the cost charged to students may not exceed the cost of reproduction and distribution. If the instructor receives direct financial benefit, the instructor must disclose the financial benefit and the department chair or dean may ask for justification before rendering a decision about the appropriateness of the materials. The chair or dean must provide an explicit rationale if the instructional materials are judged inappropriate.

Instructional Equipment Policy. Equipment approved for purchase by the Provost/Vice Chancellor for Academic Affairs for the instructional setting will be inventoried and maintained through the Center for Instructional Services. Requests and approvals for purchases will come to deans through department chairpersons and faculty. Equipment housed permanently in an academic building will be available for all classes taught in the building. Scheduling of the equipment will be handled by the department that initially requested the purchase of the equipment, and requests will be granted on a first-come/first-served basis. Individuals who use equipment in the instructional setting are expected to be trained adequately and are responsible for contacting the Center for Instructional Services to obtain this training. The instructor is responsible for the safeguarding of the equipment, and his/her department may be held financially responsible if equipment is damaged.

University Policy for Distance Learning and Web-Enhanced Courses.

TCU Distance Learning is any for-credit instruction provided to a TCU student outside the state of Texas. This includes internships, clinicals, practicums, video conferencing, online or any other delivery format. Distance Learning is centralized in the Koehler Center.

Standards for Online Courses:

Departments that do not follow the University policy will be required to pay all distance learning fees for their program or course taught online for a given semester.

1. All distance learning courses taught at TCU must be approved through department/School/College University

curriculum committees and/or appropriate accreditation body or bodies. See the accompanying note at the end of this section.

2. All online courses must use TCUs officially adopted Learning Management System.

3. All online courses will use at least three methods to evaluate student learning.

4. Faculty members will develop syllabi for distance education courses which include:

- learning outcomes;
- course policies, pre-requisites and required materials;
- grading information;
- getting help with TCU Online;
- TCU Mission Statement
- the current official statement on disability services at TCU;
- other TCU resources for students, including Title IX policy and resources;
- academic misconduct; and netiquette.

Use of the TCU Syllabus template is strongly encouraged (<https://cte.tcu.edu/syllabus-templates/>).

5. All TCU faculty teaching an online course will have completed training in effective online pedagogies and in how to use TCUs Learning Management System prior to the official start date of their course.

- Required: TCU Online Boot Camp Workshop
- Required: Preparing To Teach Online Training or copy of certificate from other institution
- Recommended: Outcomes-Based Teaching and Learning Training
- Recommended: TCU Online Competencies Training
- Optional: TCU Online ePortfolio Training

6. All online courses must be accessible as defined by Section 508 of the United States Access Board and all content in the course must meet the standards set forth in Section 508, <https://www.section508.gov/>.

7. All online courses will be assessed by Koehler Center staff using the TCU Online Structure Assessment Tool (OSAT). Results from the OSAT and other reporting from TCU Online will be shared with the faculty member and the appropriate department chair or program director.

8. Online programs must meet TCU requirements for faculty and student engagement and course activity. Reports from TCU Online will be created to provide data about engagement. Reporting will be shared with the faculty member and the appropriate department chair or program director.

9. All online courses will use the TCU SPOT evaluation tool issued by the Office of Institutional Research.

10. All graduate online courses will have a distance learning fee assessed for each student taking an online course. Students in graduate online courses will be billed for this distance learning fee. Graduate courses are defined as courses with course numbers of 50000 or greater.

11. All graduate online courses must have all distance learning fees approved by the appropriate program director and/or dean before the official start date of the course.

12. All online credit courses will:

- Follow the start and end dates listed on class search unless otherwise approved by the Registrar
- Have a section number that begins with 4
- Be flagged with the attribute TCUO

13. All online programs, courses and distance learning offerings (including internships/clinicals) must meet state compliance/state authorization regulations as defined by specific state legislation and the State Authorization Reciprocity Agreement (SARA).

Note:

All new programs and courses must follow the New Course/Program Approval Process.

All online programs, courses and distance learning offerings must meet state compliance/state authorization regulations as defined by specific state legislation and the State Authorization Reciprocity Agreement (SARA).

TCU Distance Learning is defined as any for-credit instruction provided to a TCU student outside the State of Texas. This includes internships, clinicals, practicums, video conferencing, online, or any other delivery format. Distance Learning is centralized in the Koehler Center.

Requirements for Teaching Online Courses:

1. Training must be completed before the official start of the online course;

- Required: TCU Online Boot Camp Workshop
- Required: Preparing To Teach Online Training or copy of certificate from other institution
- Recommended: Outcomes-Based Teaching and Learning Training
- Recommended: TCU Online Competencies Training
- Optional: TCU ePortfolio Training

2. Create online course in TCU Online; course to be fully built well by the date specified in the schedule published by the Koehler Center on the Distance Learning website in order to allow Koehler Center staff to insure the course meets all applicable standards.

3. Course learning goals and learning outcomes must be identified and mapped to coursework.

4. The competencies tool within the learning management system will be used to meet accreditation requirements.

5. To go live, a course must:

- earn an Online Structure Assessment Tool (OSAT) score of 70% or greater (**Required**)
- implement all improvements identified as short-term/critical fixes before the official start date of the course

These requirements apply to both the initial offering of the online course and for any subsequent offerings of the course.

(Updated June 2017)

Requirements for Online Courses

1. Online Structure Assessment Tool (OSAT) score of 70% or greater (**Required**) in post-instruction review of the course delivered to students. Based on OSAT findings, the instructor and the Koehler Center will create a plan for the ongoing improvement of the course and the instructor will implement identified items on an annual basis. (Updated June 2017)

2. Faculty engagement in course must total a minimum of **30** hours (based on the benchmark of a three credit course)

3. Student activity/engagement in a three hour course should equal or exceed 45 hours (based on the benchmark of a three credit course)

4. Class completion rate (based on student census date as compared with student enrollment at the end of term) should be 88% or greater, barring any exceptional events (**Required**)

5. Recommended: data within the course reflect that the instructor has measured student learning outcomes in the course separate from course grades. Based on the data, the instructor will create a plan for the ongoing improvement of the learning outcomes in the course and implement identified items on an annual basis.

Standards for Web Component Courses

1. Web component courses must meet for at least 2/3rd of the assigned classroom time in a face-to-face setting. For example, a 3-credit, 16-week course must meet for at least 30 hours of face-to-face classroom time. The remaining 15 hours may be comprised of online work or class sessions. If online sessions will replace some class meetings, notice of this should be provided to students as far in advance as possible, ideally at the start of the class.

2. All web component courses must be accessible as defined by Section 508 of the United States Access Board, and all content on web component courses needs to meet the standards set forth in Section 508. These standards are available online at <https://www.section508.gov/>.

3. Programs or departments may not charge students additional fees for web component courses.

Procedures for Ordering Textbooks and Course

Packets. Textbook orders can be placed using the Follett Discover link with the LMS allowing faculty to research and adopt course materials in one convenient place. Discover can be used to adopt textbooks, check format availability, non-course materials, order desk copies, and research new titles in addition to providing three years of prior book and course information. Please contact the Campus Store Textbook Department for more information on ordering or to request a copy of the departmental textbook list.

To best meet the needs of the student body, all textbook and course materials information must be made available to the TCU Campus Store and should not be released elsewhere. The TCU Campus Store will order and make available for sale any and all textbooks required for each course at TCU. The TCU Campus Store will make all textbook and course material information available

through their website www.tcuampusstore.com. In the event of a delayed delivery for any required title being used for a course, the TCU Campus Store will be glad to take special orders in store, by student request, for books not in stock. Every effort will be taken to secure the books and provide them in a timely manner.

NOTICE: The sale of textbooks and supplies directly to students by individuals employed at TCU or through departments is strictly prohibited.

Book and supply information is due for each class and instructor on the following dates:

| Term | Due Date to TCU Campus Store |
|----------------------------------|------------------------------|
| For the upcoming spring semester | October 17** |
| For the upcoming summer semester | March 20** |
| For the upcoming fall semester | March 30** |

Any questions or concerns in regards to textbook ordering should be directed to the Store Director or the Course Materials Manager of the TCU Campus Store.

**These dates are adjusted each semester to coincide with class start date.

Campus Store Contact Information: Jason Smith, director, jason.smith@tcu.edu; Jason Manriquez, course materials manager, j.manriquez@tcu.edu. Visit us online at www.bookstore.tcu.edu.

Outside Speakers. TCU welcomes the presentation and discussion of diverse points of view through speakers sponsored by recognized campus organizations.

There is no absolute right on the part of any organization to assemble and hear a speech at any particular time or place and under any and all circumstances. However, the fact that speaker may be provocative or strike at prejudices and hold views contrary to those held on campus is not in itself a basis for the denial of the right of an organization to hear him or her.

No prior approval is needed for departmental or faculty invitations to speakers before classes or seminars or for guest speakers off campus. If there is a question concerning the wisdom of inviting a speaker by a student organization, it should be referred to the Provost & Vice Chancellor of Academic Affairs. If there is a question concerning the wisdom of inviting a speaker presented or sponsored by an academic department it should be referred through academic channels.

Discipline, Students. When discipline problems occur, every effort is made to deal with each case individually and to protect the interests of the student, as well as the interests of the University. Professional student affairs

personnel attempt to assist individual students with any problem that might impede successful educational progress.

All members of the university community share responsibility for the way that it functions, and each student, staff and faculty member has not only the right but also the obligation to submit significant rules infractions to the appropriate university office.

A complete statement of TCU policy concerning student conduct can be found in the *Undergraduate Studies Catalog* and in the Student Handbook.

Student-Initiated Withdrawal Policy. The purpose of student-initiated withdrawal from courses is to enhance the learning opportunity in a program of study. On recognition that a student may lack the back-ground needed for the mastery of course content, the subject matter in a course does not match student need or interest as anticipated, or that course requirements will limit effective appropriation of learning in a semester's overall program of study, a student may officially withdraw from any course until five (5) academic days following the published date that mid-semester reports of unsatisfactory work are due to the Registrar. The date of withdrawal for all purposes, including tuition adjustment, shall be the date of official withdrawal.

There will be no withdrawals after this date during the fall and spring semesters, or a comparable period during a shorter session.

Any student who experiences unusual hardship may seek special consideration through a written petition to the dean of the college of his or her major. Petitions should, where possible, be documented with supporting statements from a doctor, counselor, or family member. That a student is doing unsatisfactory work in a course will not be taken as sufficient reason for special consideration. If, in the opinion of the dean, the request is justified, a grade of "Q" (dropped by the dean's permission) may be assigned by the dean after consultation with (1) the instructor of the course, (2) the chair of the department, and (3) the dean of the college in which the course is offered. Any dean assigning a "Q" will notify the Registrar's Office.

Academic Processions and Regalia. All faculty and those staff with advanced degrees and employed on at least a three-quarter time basis are expected to participate in academic processions held in conjunction with convocations, commencements and other formal ceremonies. Reimbursement for one half of the rental fee for academic regalia for commencements may be obtained through the Office of the Provost/Vice Chancellor for Academic Affairs.

TCU LIBRARY

Our mission is organizing and providing access to quality information resources that inspire curiosity, creativity and innovation throughout the TCU community while offering exceptional services and surroundings that nurture our students.

Collections Print/Electronic. Students and faculty have access to over 2 million books, CDs, DVDs, videos, and over 140,000 unique journals, electronically and in paper housed in the TCU library and library annex offsite. Over 500 databases, many of which include the full text of journal articles are available through the library's website (<http://library.tcu.edu>). Examples of popular databases are *Academic Search Complete*, *Business Source Complete*, *PscINFO* and *Science Direct*.

Materials at the library are arranged according to the Library of Congress system in open stacks for convenient access. Librarians and staff select, maintain and interpret the collections for library users. A music/media library and audio center are also located in the Library. Particular collections include Texas, United States, and European Union documents; the Archives of the Van Cliburn International Piano Competition; the papers of former Speaker of the House, James C. Wright, Jr.; the papers of Amon G. Carter, Sr.; the University's archives; and special collections of rare books and manuscripts such as the William Luther Lewis Collection of English and American Literature.

Reference/Research Services. Research Librarians (http://library.tcu.edu/reference.asp#tab_staff) providing library and research assistance are available and can be contacted in person, by phone, by email or online chat as described at: <http://library.tcu.edu/askalibrarian.asp>. Research Librarians are also subject liaisons for various subjects taught at the University. The research librarians regularly teach courses on using the library's resources and are willing to schedule individual consultation appointments for more in-depth research assistance. In addition, the research librarians are responsible for purchasing materials for the library's collections (both print & electronic) for their assigned subject disciplines.

Borrowing. Faculty and staff may borrow items for up to four months, with the exception of certain materials, such as videotapes and DVD's, which have shorter loan periods. The book limit is 200. All items are subject to recall after two weeks (one week during the summer), and borrowers may incur fines for failure to respond to recalls. Payment for lost library materials is the responsibility of the borrower. Items become "assumed lost" at 22 days past the due date and are charged to your account through TCU Financial Services. Items may be renewed by phone, through the Library's website (<http://library.tcu.edu>), or in person.

Family members of faculty/staff should get an Affiliate ID Card. To get this card please first visit TCU Human Resources to establish an ID number. The TCU ID Card Center will create the ID that the Library Circulation department will register to be used as a borrower card. This card allows family members to check out up to 5 books for a period of four weeks. Fines and charges for lost books are ultimately the responsibility of the TCU employee.

Interlibrary Loan and Document Delivery. Library materials needed for research that are not in the TCU Library collections often may be secured through Interlibrary Loan. This service does not generally incur costs to the borrower, but when an item exceeds \$19.00 the patron is asked to pay one-half of fees. Interlibrary Loan request forms can be found on the library website (<http://illiad.tcu.edu>).

Additional document delivery services are available. Faculty may request that the Library arrange for document delivery accounts, so journal articles can be ordered and received by fax or down-loading without library mediation. The Library provides these accounts in lieu of subscribing to some journals.

Reciprocal Faculty Borrower Cards. TCU Participates in two programs that extend borrowing privileges. TexShare enables borrowing privileges at most academic libraries in Texas. Please see the Circulation Staff to issue the TexShare Borrowing Card. Borrowers should be ready to abide by whatever conditions or rules are set by the lending institution. Faculty seeking to use libraries out of the region or state can see if the Reciprocal Faculty Borrowing Program would suit their needs. This is a program developed by the Research Libraries Advisory Committee of OCLC (Online Computer Library Center) to give faculty at RFBP institutions borrowing privileges and on-site access to the collections of other participating academic research libraries. It is not a part of WorldCat Resource Sharing. Program participation is restricted to those academic research institutions that meet specific measurable requirements. More information about this program can be found on the library website (http://library.tcu.edu/interlibrary-loan.asp#tab_orfbp).

Library Acquisitions. A book approval plan, delineated by academic departments, to assist in the selection of current publications is supplied by the Library. The Library invites the participation of the University community in recommending materials for purchase. Faculty requests are generally charged to the Library's departmental allocations in the books account.

The Acquisitions Department furnishes request slips for book orders, and book orders may be placed through an online order form available from the library's website (<http://library.tcu.edu/suggest-new-materials.asp>). Complete information, including priority rating, should be filled in on all order forms. Please note that the RUSH designation is only for items that are urgently needed.

Questions concerning acquisition of new databases or periodical subscriptions should be directed to the departmental library liaison.

Placing Materials on Reserve. Instructors should bring their reserve lists to the circulation department at least **two weeks** before assignments are made in class. Standard reserve forms may be obtained from the circulation department and online forms for print and electronic reserves are available at <http://library.tcu.edu/print-reserves-request.asp>. Electronic reserve is also an option. For further information call the Circulation department at 817-257-7226.

Class Visits to the Library. The library offers both introductory sessions for TCU freshmen, sophomores and transfer students needing to learn the fundamentals of library research and advanced library instruction providing more in-depth resource demonstrations related to course topics. The latter sessions are provided by the subject liaisons assigned to your department. Both types of instruction may be scheduled via the online request form at <http://library.tcu.edu/library-instruction.asp>.

Computing. The library provides a computer lab that includes Windows and Macintosh desktop computers, printers and scanners. Wireless laptops can be checked out for use within the library.

The GIGA Lab provides both Windows and Macintosh computers with additional processing power and memory to handle specialty programs such as Adobe Creative Cloud, ArcGIS, Autocad, Tableau and other modeling and statistical programs. The Fab Lab offers multiple 3-D printers, a high definition 3-D scanner, a laser cutter/engraver and a large scale plotter.

Reserve Rooms. Collaborative group study spaces in the library and Rees-Jones Hall can be reserved by students, faculty and staff using the online reservation system at <http://libreservations.tcu.edu>. Additionally, graduate students and faculty have access to graduate reading rooms located on the third floor that are accessible using your TCU ID. The Lizard Lounge is a social academic space for faculty and graduate students that is accessible using your TCU ID when not reserved for events and is available 24 hours a day. Event reservations can be made by application on the library's website (<http://library.tcu.edu/lizard-lounge-request.asp>).

RESEARCH

Texas Christian University recognizes the importance of research, including creative scholarship, as a necessary function of the university. Research is a valuable ingredient complementing teaching and enabling creativity, initiative and enterprise. Scholarly contributions bring honor and

prestige to the faculty and the University, as well as attract additional resources, faculty, and students, particularly graduate students. Research is, therefore, actively encouraged by the University.

The University expects all members of the faculty to engage in such research and creative endeavor as is necessarily concomitant with their role in instruction. In addition, it expects all graduate faculty and instructors to engage in research projects or other productive and creative scholarship as befits a community of scholars and is in keeping with the responsibilities inherent in the direction of theses and dissertations.

The Office of Research provides guidance, central administrative support and resources to TCU researchers in their pursuit of new knowledge. Led by the Associate Provost for Research, the Office consists of several dedicated units that work with individual researchers, departments and divisions to provide expertise, resources and services to help smooth the path of discovery and scholarship, and help ensure safe and responsible conduct of research. The Office intends to support the conduct and expansion of responsible research and creative activity at TCU, developing external funding opportunities, advocating for best practice and policy, and monitoring activities and results. Our vision is to create a comprehensive support system for TCU researchers so to ease their administrative burden and allow them to focus on scholarship and teaching.

Research Compliance and Integrity. The University expects all members of the TCU community to engage in scholarly endeavors in compliance with applicable law and TCU Research policies and procedures, with integrity and intellectual honesty at all times, and with appropriate regard for human and animal subjects. TCU Research Committees are charged with overseeing the campus activities related to these specific compliance areas. Research committees are overseen by the Director of Research Compliance and Integrity who reports to the Associate Provost for Research, who serves as TCU's Institutional Official.

Research Training and Workshops. The TCU Office of Research offers comprehensive training and educational opportunities to meet the needs of faculty, staff, postdocs and students involved in research and scholarly activities. Responsible Conduct of Research Workshops and Faculty Orientation to Research are two examples. Other training and workshops are scheduled as needed, with the goals of providing a better understanding of the requirements, policies and administrative processes that impact the research enterprise and increasing competitiveness of proposals for external resources.

Sponsored Programs. The Office of Sponsored Programs (OSP) is primarily engaged in providing information on specific funding sources available to faculty, assisting faculty in the preparation of grant proposals/budgets and facilitating effective communication

and interaction between faculty and potential sponsors. The OSP maintains electronic sources of support for research and creative activities and provides sponsored programs information, as well as reports on sponsored programs at TCU.

All proposals and contracts submitted for extramural funding are reviewed, approved and submitted through the office. OSP is responsible for ensuring submissions have proper institutional approvals documented. The OSP is led by a Director of Sponsored Programs who works with the Associate Provost for Research in formulation of

University policies pertaining to grants, contracts and other extramurally funded activities, and supports the Associate Provost for Research in administration and conduct of internally and externally funded research programs of the University.

STAFF SECTION

Staff Assembly

The TCU Staff Assembly was established in 1999 to provide an opportunity to discuss issues and address concerns of all staff. The Assembly consists of both exempt and nonexempt staff, representing all areas of the University. Meetings are held monthly from September to May. Elections are conducted in the spring and delegates are selected by their peers for two-year, renewable terms. Directed by an Executive Committee of officers, the Staff Assembly carries out most of its work through committees. Those committees include: elections, professional development, policy and advocacy, community service, committee on committees, media and communications, college resources and constituency.

BYLAWS FOR THE CONSTITUTION OF THE TCU STAFF ASSEMBLY

I. MISSION AND VISION STATEMENTS

The mission of the Staff Assembly is to initiate communication among staff by providing a forum for expression and exchange of ideas and serve as an advocate for staff with administration.

The vision of the Staff Assembly is to foster a superior work environment with highly-motivated staff.

II. JURISDICTION, DUTIES, AND POWERS

The Staff Assembly shall study, consider, and exchange ideas concerning issues affecting Staff.

The Staff Assembly shall seek, devise, and propose to the Administration, as appropriate, new programs, modifications of current programs, or solutions to problems.

The Staff Assembly shall review proposed policies and/or programs referred by the Administration.

The Staff Assembly shall provide a communication channel between Staff and the University Administration.

III. REPRESENTATION AND COMPOSITION

A. Representation - The Staff Assembly represents all non-faculty staff employed in a regular-budgeted/grant-funded position of at least 3/4 time.

B. Composition - One Representative shall be elected for every 20 staff members in each Chancellor's/Vice Chancellor's division. The Executive Committee has the authority to appoint, at their discretion, up to three members-at-large to the Assembly for a 2-year term of office. The Associate Vice Chancellor for Human Resources shall serve as a resource for the Staff Assembly.

C. Terms of Office - Terms of office shall begin June 1. The term of office of all Representatives shall be two years, with half of the members elected in each year. In the initial election, one-half of the Representatives shall be elected to a one-year term.

D. Vacancies - In the event of a vacancy, the Elections Committee shall appoint a representative from the list of divisional alternates identified during the most recent election. Appointments shall be made in order of total votes received. This appointment will correspond to the elected term of the originally elected staff member. Should an alternate not be available, the Elections Committee will

confirm that the level of divisional representation is equal to or greater than 80% of those originally elected. If the level of divisional representation is equal to or greater than 80%, no special election will be held. If the level of divisional representation is less than 80%, a special election will be held. This election will be administered by the Elections Committee and led by the Chair of the Elections Committee.

E. Division Change - In the event that a representative should change Chancellor's/Vice Chancellor's divisions, they will remain on the Staff Assembly through the remainder of their elected term.

IV. STRUCTURE OF THE STAFF ASSEMBLY

A. Officers

1) The Executive Committee shall be comprised of the Officers of the Assembly: the Chair, Chair-elect, Immediate Past Chair, Historian, Parliamentarian, Treasurer, Secretary, Assistant Secretary and Standing Committee Chairs.

2) The Chair-elect, Secretary, and Assistant Secretary shall be elected by the Assembly at the last meeting of the year, and the term of office shall be one year. The incumbent Chair-elect shall become Chair.

a) Eligibility for Office

Any Representative who is currently serving on Staff Assembly is eligible for nomination to any office, providing there is at least one year remaining in an existing term or if he or she has been re-elected. If there is a break in service, at least one year must be served before the member is eligible for election to any office. If the Assembly term of the Chair-elect shall expire before the conclusion of the Chair-elect's term of office as Chair, he or she shall assume the office of Chair as an ex-officio member of the Assembly.

b) Vacancies

In the event of a vacancy in the office of Chair, the Chair-elect becomes Chair, and the Assembly elects a new Chair-elect. In the event of a vacancy in the offices of Chair-elect, Secretary, or Assistant Secretary, a new Chair-elect, Secretary, or Assistant Secretary, shall be elected by the Assembly. Election of officers to fill these vacancies

shall be administered by the Staff Election Committee within 30 working days of the occurrence of the vacancy.

3) Appointed Positions

a) Parliamentarian

By the first meeting the Chair shall, with the approval of the Executive Committee, appoint a Parliamentarian for the following year from among the elected members. No member may serve more than three consecutive terms in this office.

b) Historian

By the first meeting the Chair shall, with the approval of the Executive Committee, appoint a Historian for the following year from among the elected members. No member may serve more than three consecutive terms in this office.

c) Treasurer

By the first meeting of each year, the Chair shall, with the approval of the Executive Committee, appoint a Treasurer from among the elected members. No member may serve more than three consecutive terms in this office.

d) Standing Committee Chairs

By the first meeting of each year, the Chair shall, with the approval of the Executive Committee, appoint the chairs of each Standing Committee from among the elected members. No member may serve more than three consecutive terms as the chair of a Standing Committee. At the discretion of the Chair, two qualified members may serve as co-chairs of a Standing Committee.

B. Standing Committees

1) The Standing Committees of the Staff Assembly shall be as follows:

College Resource Committee

Committee on Committees

Community Service Committee

Election Committee

Policy and Advocacy Committee

Professional Development Committee

Media and Communications Committee

Constituency Committee

2) Staff Assembly Committees shall meet as needed during the year at 3:30 p.m. unless otherwise scheduled.

3) Committees shall meet as needed with the Chair of the Staff Assembly.

C. Meetings of the Staff Assembly

1) The Staff Assembly shall meet on the first Tuesday of each month from September to May, with the exception of January, at 3:30 p.m. Special meetings may be called by the Executive Committee.

2) The Chancellor or his or her designee will be invited to provide reports of an appropriate interest at the regular meetings of the Staff Assembly.

3) The Staff Assembly shall conduct its meetings according to the current edition of Robert's Rules of Order.

4) No business shall be transacted at a meeting unless a quorum is present and continues to be present at the meeting. A quorum shall consist of a simple majority of the membership.

5) The Staff Assembly shall be granted released time to attend Staff Assembly Meetings, including Staff Assembly committee meetings and Executive Committee meetings as required. Work schedules shall be adjusted as necessary.

6) Staff Assembly members must discuss the Representatives' responsibilities with their immediate supervisor.

V. RESPONSIBILITIES OF REPRESENTATIVES AND OFFICERS

A. Representatives' Responsibilities

1) Communicate with their constituencies both formally and informally.

2) Serve on Assembly committees and attend committee meetings.

3) Attendance Policy - If a Representative misses two meetings during the year, the Assembly secretary shall notify the incumbent and inquire as to the Representative's intentions. Should the Representative wish to vacate the seat, the person receiving the second highest number of votes will assume the seat. If a third absence occurs, it will be assumed that the incumbent has vacated the seat. Within three (3) weeks of the third absence, a written appeal for reinstatement outlining the extenuating circumstances can be made to the Executive Committee of the Staff Assembly. Prior to the next Staff Assembly meeting, the Executive Committee will inform the Representative of its decision regarding reinstatement or replacement by the first alternate.

B. Executive Committee Responsibilities

1) Serve as members of the Staff Assembly Executive Committee.

2) Fulfill responsibilities as listed in the Assembly Bylaws.

3) Meet with the Chancellor as needed.

4) Attend meetings.

a) Meets as an executive committee on the third Tuesday of each month.

b) Executive Committee members may meet as deemed necessary and shall act on behalf of the Assembly on matters that, in their judgment, cannot be deferred.

C. Chair's Responsibilities

1) Schedule meetings of the Executive Committee and Committee Chairs during the summer to plan upcoming year's agenda items and committee charges. These meetings shall include an orientation meeting for the Executive Committee and Committee Chairs.

2) Plan agenda for all regularly scheduled Assembly meetings in consultation with the Executive Committee and committee chairs.

3) Meet with the Chair of the Faculty Senate at least once a semester and other University committees as deemed necessary.

4) Invite TCU360 reporter to cover all the regularly scheduled Assembly meetings during the year.

5) Oversee an annual review of the bylaws by the Executive Committee.

6) Prepare an annual report for the final Assembly meeting of the year outlining those charges that have been successfully completed and those that are pending.

7) Distribute the Annual Report to the Chancellor and all of the membership.

8) Discuss and submit budget to the Chancellor for the upcoming year with assistance from the Treasurer.

9) Represent the Staff Assembly at the opening day Faculty/Staff luncheon and other University events as deemed necessary.

10) Represent the Staff Assembly within University Committees as appointed by the Chancellor.

D. Chair-elect's Responsibilities

1) Assist the Chair in planning the agenda for Staff Assembly meetings.

2) Serve as Chair of the Staff Assembly in the absence of the Chair.

3) Represent the Staff Assembly within University Committees as appointed by the Chancellor.

E. Immediate Past-Chairs Responsibilities

1) Assist in the transition of new Chair of Staff Assembly.

2) Complete the reassignment of all electronic and budget access to the new Chair and Treasurer.

3) Represent the Staff Assembly within University Committees as appointed by the Chancellor.

F. Secretary's Responsibilities

1) Take minutes at all formal Assembly meetings.

2) At least one week before the next meeting, distribute the minutes of the previous meeting to all Representatives.

3) Take attendance and record it in the minutes.

4) Notify representatives that have missed two meetings during the year and inquire as to the Representatives intentions per the Attendance Policy

5) Receive and present to the Executive Committee any member appeal to remain on the Staff Assembly after three or more absences.

6) Distribute the agenda for any Assembly meeting or special meeting.

G. Assistant Secretary's Responsibilities

1) The principal duty of the Assistant Secretary is to conduct the annual Staff Assembly elections in coordination with the Staff Elections Committee.

a) Obtain an official staff list from Human Resources.

b) Determine the number of Representatives allocated from each unit of the University.

c) Canvas eligible staff members as to their willingness to serve on the Staff Assembly.

d) Conduct a survey to gather staff nominations.

e) Conduct an election for each division and, if necessary, a final, runoff ballot.

f) Fill vacancies which may occur between elections.

2) Conduct any other elections required by the Staff Assembly.

H. Historian Responsibilities

1) Collect, organize and update information pertaining to all Staff Assembly business throughout the year. This information should be kept in a designated common file directory accessible by all Staff Assembly Executive Committee members.

2) Assist the Assistant Secretary/Election Committee Chair with the annual Staff Assembly elections as needed.

3) Assist the Chair to administer any vote brought before the Staff Assembly.

4) Serve as the technical resource to Staff Assembly as needed.

I. Parliamentarian Responsibilities

1) Advise the Chair on matters of parliamentary procedure during any meeting as needed.

2) Provide direction and assistance during any meeting by informing all members of appropriate parliamentary procedure.

3) Assist the Chair to administer any vote brought before the Staff Assembly.

J. Treasurer Responsibilities

1) Maintain all financial records and pay all bills as authorized by the Staff Assembly Chair.

2) Present a report of the finances at any Staff Assembly meeting as requested by the Staff Assembly Chair.

3) Review and approve all purchase requests as submitted by members of the Executive Committee, Committee Chairs and Co-Chairs.

4) Process all invoices for payment with Staff Assembly funds. Following established business practices, forward copies of all processed invoices to the Chancellor's office under which the Staff Assembly budget falls and is monitored.

5) Maintain appropriate documentation regarding use of Staff Assembly funds.

K. Standing Committee Chair's Responsibilities

1) Lead the standing committee in accomplishing its charge.

2) Convene regular meetings of the standing committee, and report actions back to the Executive Committee.

3) Promptly submit all purchase requests and invoices to the Treasurer.

4) Recommend to the Chair members who are ready for leadership roles.

VI. STANDING COMMITTEE CHARGES

The **College Resource Committee** shall be responsible for coordinating programs to educate TCU employees and their dependents concerning their benefits and the processes entailed in becoming a college student.

The **Committee on Committees** represents the interests of the Staff in the structure, functions, and membership of the University Committees, and through the Executive Committee to nominate members for all University Committees. The committee also recommends to the Chair candidates for appointed Assembly Offices.

The **Community Service Committee** shall be responsible for identifying, coordinating, and promoting community outreach projects.

The **Election Committee** shall assist with the initiating, publicizing, conducting and tabulating of nominations and results for all necessary elections. The committee will solicit nominations for elected Assembly Offices. The chair of the Election Committee shall be the Assistant Secretary.

The **Policy and Advocacy Committee** shall review and make recommendations to the Assembly concerning University policies, procedures, directives, etc. especially as they relate to advocacy for TCU Staff. The committee will also be responsible for identifying and addressing additional ways to advocate for the needs of staff at TCU.

The **Professional Development Committee** shall be responsible for at least one workshop a semester.

The **Media and Communications Committee** shall be responsible for creating and maintaining the Staff Assembly website and any other media that promotes or communicates Staff Assembly activities.

The **Constituency Committee** shall be responsible for maintaining a list of current employees, assigning constituencies for each member, planning events that foster a sense of community for TCU staff and Staff Assembly, and for welcoming newly hired staff members.

The Staff Assembly may establish such standing and ad hoc committees as it deems appropriate. The Executive Committee shall appoint the members and the Chair shall designate the chair of any such committee. Such members and chairs shall serve during the Staff Assembly Chair's term of office unless the committee is earlier dissolved or the Chair acts to remove a member or a committee Chair.

VII. AMENDMENTS AND RATIFICATION

Amendments to the Bylaws may be proposed by any member of the Staff Assembly. The Staff Assembly Executive Committee shall review and present for consideration the proposed changes, with recommendations, to the Staff Assembly. At least 30 days before such vote the members of the Staff Assembly shall be notified of the proposed amendments. Proposed amendments shall become effective when approved by a two-thirds majority vote of the Staff Assembly voting thereon by ballot and upon ratification by the Administration.

Approved by TCU Staff Assembly on 2/6/2018 and Ratified by Chancellor's Cabinet on 2/13/2018.

STAFF ASSEMBLY EXECUTIVE COMMITTEE 2019-20

| | |
|----------------------------|-----------------------------|
| Chair – Chris Hightower | Institutional Effectiveness |
| Chair Elect – Angie Taylor | Student Affairs |

| | |
|---|--------------------------------------|
| Past Chair – Walter Betts | Library |
| Secretary – Wendy Bell | Office of the Vice Provost |
| Asst. Secretary & Elections Committee Chair - Philip Dodd | Student Development Services |
| Treasurer – Vanessa Roberts Bryan | Student Development Services |
| Historian – Robyn Reid | Library |
| Parliamentarian – Ashley Edwards | Center for Academic Services |
| College Resource – Aaron Muñoz | IT Systems |
| Committee on Committees – Cheryl Cobb | Alumni Relations |
| Community Service – Maleta Hill | Office of the Chancellor |
| Constituency – Melissa Garza | Harris College Academic Resource Ctr |
| Policy & Advocacy – Jennifer Pearson | Advancement |
| Professional Development – Sara Liles | Athletic |
| Academic Service Ctr | |
| Media & Communications – Shelley Hulme | Market & Communication |

STAFF ASSEMBLY MEMBERS 2019-20

Kim Adams (Financial Services, 2020)
Roxana Aguirre (Inclusiveness & Intercultural Svcs, 2020)
Adrian Andrews (Student Affairs, 2021)
Natasha Antonetty (Human Resources, 2021)
Andrew Arvay (Campus Life, 2021)
Ana Auer-Crossman (Athletics, 2020)
Kristen Barnes (Library, 2021)
Sandi Barr (Harris College Academic Resource Ctr, 2021)
Wendy Bell (Office of the Vice Provost, 2020)
Walter Betts (Library, 2020)
Mica Bibb (Institutional Research, 2021)
Diana Boerner (Library, 2020)
Kathy Brandon (Financial Services, 2021)
Toni Broussard (Social Work, 2020)
Drew Brown (Physical Plant, 2020)
Vanessa Roberts Bryan (Student Development, 2021)
Matt Burckhalter (College Advising, 2021)
Leah Carnahan (Affirmative Action, 2020)
Trish Cassaday (School of Interdisciplinary Studies, 2021)
Stephen Chaffee (Facility Services, 2020)
Jerri Chatman (Admissions, 2020)
Cheryl Cobb (Alumni Relations, 2021)
Diana Combs-Selman (Center for Career Svcs, 2021)
Carrie Conditt (College of Fine Arts, 2020)
Cathy Cox (Neeley Acad Advising Ctr, 2020)
Alicia Craff-Eder (Medical School, 2021)
Shelda Dean (Library, 2020)
Charles Dewar (IT/HCNHS, 2020)
Ken Do (IT Support, 2020)
Philip Dodd (Student Development, 2021)

Amanda Duvall (Center for Career Services, 2021)
 Ashley Edwards (Center for Academic Services, 2020)
 Cedric Garron (Residential Life, 2020)
 Melissa Garza (Harris College Academic Resource Ctr, 2020)
 Amanda Gonzales (Assistant Provost Office, 2021)
 Dalton Goodier (Admissions, 2021)
 Heather Hale (Medical School, 2021)
 Terry Haney (Finance & Administration, 2021)
 Laurie Heidemann (Sponsored Research, 2021)
 Chris Hightower (Institutional Effectiveness, 2020)
 Maleta Hill (Office of the Chancellor, 2021)
 Erin Houchin (Brite Divinity School, 2021)
 Darlene Housewright (Communication System Specialist, 2020)
 Shelley Hulme (Marketing & Communication, 2020)
 Jay Iorizzo (Campus Recreation, 2021)
 Reggie Jennings (Student Development, 2021)
 DeAnn Jones (TCU Police, 2020)
 Zoranna Jones (Harris College Academic Resource Ctr, 2020)
 Mary Kaszynski (Financial Services, 2021)
 Jill Kendle (Library, 2021)
 Chris Lawler (Financial Services, 2021)
 Sarah Liles (Athletics Academics, 2021)
 Linda Lopez (Development, 2020)
 Joanne Lott (Risk Management, 2020)
 James Lutz (Library, 2021)
 Yesenia Madrigal (Athletics, 2020)
 Lindsey Millns (Institutional Research, 2021)
 Matt Millns (Human Resources, 2020)
 Meredith Montgomery (Men's Baseball, 2021)
 Megan Munce (Athletics, 2021)
 Aaron Muñoz (Information Security, 2020)
 David Muzzy (Physical Plant, 2020)
 Liz O'Keefe (Neeley, 2020)
 Chad Pearce (Physical Plant, 2020)
 Jennifer Pearson (Development, 2020)
 Glenn Putnam (Mechanical Systems, 2021)
 Miki Rayburne (Development Operations, 2021)
 Robyn Reid (Library, 2020)
 Evie Richardson (Budget Office, 2021)
 Armando Rios (Physical Plant, 2020)
 Jocelyn Rust (Financial Services, 2021)
 Samuel Schlup (Facility Services, 2020)
 Taylor Schwarz (Marketing & Communication, 2021)
 Tom Serratore (Women's Soccer, 2021)
 John Singleton (Intl Student Svcs, 2020)
 Drew Solomon (Risk Management, 2021)
 Lori Stowe (Center for Instructional Services, 2021)
 Angie Taylor (VC Student Affairs, 2020)
 Cheryl Taylor (Human Resources, 2020)
 Leah Unger (Facility Planning, 2021)
 Melissa Villegas (Development, 2021)
 Rudy Weiser (Athletics, 2020)
 Marva Wood (Admissions, 2020)

Compensation Policies and Procedures

Compensation Philosophy. The University's mission drives TCU's compensation philosophy:

To educate individuals to think and act as ethical leaders and responsible citizens in the global community.

TCU Employees (faculty and staff) are integral to the fulfillment of this mission and the University's compensation plan, programs, and system reflects this commitment.

Basic to TCU's compensation philosophy is the recognition of hiring and retaining excellent employees is paramount to the University's future achievement. To remain a nationally-ranked institution, TCU must be committed to providing competitive salaries and benefits for its employees. In order to attract, motivate and retain a highly competent, inclusive, and diverse workforce, the University's pay and benefits must reflect appropriate competitive market value and must be subject to continuous assessment.

Additional Jobs. Current University Staff may work for other departments at the University and must receive compensation for any additional job. The following guidelines apply:

1. Work performed for another TCU department shall not conflict with or occur during the work schedule of the employee's primary job. The supervisor/department chair shall approve an additional job PRIOR to commencement of the second job.
2. No schedule conflicts shall exist between the primary and additional job. If a conflict arises, the supervisors must resolve the issue without causing disruption to the employee's primary job.
3. Additional pay for non-exempt employees must comply with the Fair Labor Standards Act. Employees who work more than 40 hours in a workweek will receive overtime for those hours worked. Non-exempt employees must report all hours worked to their supervisor using the timekeeping system in the department in which the work occurs.

Salary Administration. TCU Human Resources [Salary Administration](#) page provides information about:

- Job Descriptions,
- Job Classifications,
- Independent Contractor clarification,
- Salary Planning Manual (most current version), and
- More

Fair Labor Standards Act. [TCU Human Resources Policy 5.010 – Fair Labor Standards Act.](#)

Compliance with the FLSA applies to all employees.

Overtime. For non-exempt employees, overtime occurs when an employee works more than 40 hours in a workweek, which is seven consecutive 24-hour periods. TCU's workweek begins at 12:01 a.m. on Saturday and ends at midnight on Friday. [FLSA FAQ'S](#)

Premium Pay. [TCU Human Resources Policy 5.001 – Premium Pay.](#) Premium pay applies when a regular non-exempt employee is required to work during extenuating circumstances such as University closings, inclement weather, holidays, etc.

Time Keeping Procedures. [Recording Hours worked and attendance.](#) Employees and supervisors are required to record and account for all hours worked. All non-exempt employees including temporary, student and full-time must record their time worked for TCU. Hours worked are recorded either electronically through the University's timekeeping system, Frog Time, or other authorized timekeeping process.

Employee Relations

Performance Management. [TCU Human Resources Policy 2.010 – Performance Evaluations](#)

The University's performance management yearly program provides staff members and supervisors with the opportunity to discuss job-related objectives and set goals for the future.

Performance Counseling and Improvement Coaching. [Employee Relations Counseling and Improvement.](#) The University has established policies and practices to establish mutual understanding of expectations and ensure efficient business operations. All employees are expected to meet the performance and behavior expectations of their jobs.

Conflict Resolution. [Conflict Resolution FAQs.](#) Early conflict resolution is encouraged at the University. If employees are unable to reach resolution at the departmental level, TCU Human Resources is available to assist employees through the steps of Conflict Resolution. Contact resolve@tcu.edu.

Hiring and On/Offboarding Employees

Position Vacancies and Recruitment. The opportunity to fill a vacant position occurs throughout the year. Positions become available through the budget process, reallocation of existing positions, retirement, separations,

and other reasons. This is an excellent opportunity to evaluate the job description, assess the current structure of your organization, and/or consider opportunities for internal promotion through an internal TCU job posting. Human Resources team members are available to assist you with these processes.

Staff Hiring Information. [Hiring TCU staff.](#) The Human Resources Talent Acquisition team is ready to assist departments with Posting, advertising, recruiting, interviewing and selecting exceptional individuals to become TCU staff members.

Background Checks. TCU conducts criminal background checks on individuals who may become employees of TCU. Generally initiated by the hiring official's contingent offer of employment, the process background check may include one or more of the following:

- County Criminal Investigation
- Social Security Number Verification
- Educational History
- Credit Check
- Federal Student Loan Default

Other members of the TCU Community who may also be required to complete a background check include, but are not limited to:

- Volunteers;
- Individuals on campus volunteering/working in camps or special programs;
- Individuals working with unaccompanied minors as required by the State of Texas.

New to TCU (Staff) Orientation. [N2TCU – New to TCU Employee Orientation for Staff.](#) All new staff employees attend a full-day orientation facilitated by Human Resources - Employee Engagement. This session provides foundational information to acquaint new staff with University business operations and campus culture. An overview of Employee Benefits, University Policies, the University's On-line Compliance Program, LESS (Lockdown, Evacuate, Seek Shelter), Risk Management, Information Technology, and Computer Use are also provided. Individual departments continue the onboarding process to familiarize new employees with their job and unique internal business practices. New to TCU Orientation serves as the initial platform of learning and development as it relates to the first-year employee experience.

Attendees must be released from their duties to attend orientation, and be compensated as "hours worked" for their participation.

Temporary Staff. [TCU Human Resources Policy 2.004 Temporary Staff Policy.](#) Human Resources facilitates the engagement of a temporary staff service. Temporary staff employees, whose appointments are expected to exceed six

months, may not work more than an average of 29 hours per week.

Promotions, Transfers and Demotions. [TCU Human Resources Policy 2.005 Promotions and Transfer Policy](#). TCU Human Resources team members are ready to assist you with questions about these employee transactions.

Resignation. The education of our students and continuation of operations supporting students is our most critical mission. As such, employees resigning from TCU must make every effort to communicate their intent to resign. The best practice is for TCU employees to provide adequate notice prior to their last day of employment as follows:

- Staff – a minimum notice of two weeks for most non-exempt staff positions; a minimum notice for most exempt positions is 30 days.
- Faculty – a minimum notice for teaching faculty is at least one semester notification.

University At-Will Employment Statement. The State of Texas is an “employment at will” state. As such, absent a statute or an express agreement to the contrary, either party in an employment relationship may modify the terms or conditions of employment, or terminate the relationship altogether, for any reason or no particular reason, with or without advance notice.

Leave for Employees

Family and Medical Leave Act (FMLA) of 1993. [TCU Human Resources Policy 6.020 Family and Medical Leave Act](#). This Act provides unpaid, job-protected leave for eligible employees with qualifying events for themselves or an eligible family member for up to 12 weeks per twelve-month period.

As a best practice, if an employee is absent from work due to a personal or family-member’s illness for three or more days, contact Human Resources askhr@tcu.edu or benefits@tcu.edu. The Department of Labor, Wage and Hour Division, provides comprehensive information about FMLA on their [website](#).

Leaves of Absence. [TCU Human Resources Policy 6.025 Leaves of Absence](#). TCU employees have access to leave with and without pay for a number of eligible events. This policy provides more information.

Sick Leave. [TCU Human Resources Policy 6.015 Sick Leave](#). Eligible employees accrue sick leave, which is used for minor illness, injury and/or routine health visits for themselves as well as their immediate family members.

Extended Sick Leave: [TCU Human Resources Policy 6.015 Sick Leave](#). Extended sick leave is available for

eligible employees. Staff employees are eligible for extended medical leave once within a five-year period.

Catastrophic Sick Leave Bank Program. [TCU Human Resources Policy 6.070 Catastrophic Sick Leave Bank Program](#). The Catastrophic Sick Leave Bank is a voluntary program providing staff an opportunity to support co-workers by donating accrued leave.

Staff Vacation. [TCU Human Resources Policy 6.001 Staff Vacation Policy](#). Exempt and non-exempt staff who work in a regular position 100% full-time accrue vacation at the rate of 14.67 hours per month (22 days per year). Staff employees who work at least 50% time (.50 fte) in a regular position, but less than 100% (1 fte), accrue vacation on a prorated basis according to the percentage of time worked.

Electronic Reporting of Leave Time. Requests for leave and use of leave are submitted through my.tcu.edu, the Employee Self-Service portal.

Employment Benefits, Policies and Procedures

Medical, Dental and Vision Insurance. [TCU Employee Benefits Program](#). Employees (faculty and staff) employed in benefits-eligible positions working at least 75% (.75 fte) or more are eligible for coverage in the TCU Employee Health Insurance Program.

Continuation Medical Insurance Coverage (COBRA). Under eligible, qualifying events, faculty and staff and/or their covered dependents may continue medical insurance coverage through COBRA. Terminating employees and/or dependents who become ineligible for coverage will receive notification from Human Resources upon notification. For more information about COBRA, contact askhr@tcu.edu.

Medical Spending Accounts and Pre-tax Insurance Premiums. [TCU Human Resources Employee Flexible Spending Accounts](#). This program allows eligible employees the opportunity to set aside pre-tax funds for reimbursement of eligible medical, medical supplies, or dependent childcare expenses.

Life Insurance. TCU employees in benefits-eligible positions whose full-time equivalent is at least 75% (.75 fte) are eligible for coverage immediately upon employment to enroll in the University’s life insurance plan. TCU offers [Basic Life Insurance](#), and [Supplemental and Dependent Life Insurance](#).

Long-Term Disability Insurance. [TCU Employee Long-term Disability Insurance](#). TCU employees in benefits-eligible positions whose full-time equivalent is at least 75% (.75 fte) are eligible for enrollment in the University's long-term disability (LTD) plan. Enrollment must occur within the first 30 days of eligibility or evidence of insurability will be required.

Additional Insurance. TCU offers additional [voluntary Employee Benefits Programs through AFLAC](#).

Retirement Contributions. [TCU provides employees options when planning for retirement](#). Retirement plans are offered through the following providers:

1. [Teachers Insurance and Annuity Association-College Retirement Equities Fund \(TIAA\)](#)
2. [Pension Fund of the Christian Church \(PFCC\)](#)

Eligible TCU employees with two years of continuous service with TCU and work at least 1,000 hours per year are eligible for participation in one of the retirement plans. Please see the plans for the most current information.

Supplemental Retirement Plans. [TCU 403\(B\) Defined Contribution Plans](#). All TCU employees are eligible to enroll in a supplemental retirement plan. There is no waiting period to enroll.

Retiring with Benefits from TCU. [TCU Human Resources Policy 2.030 Retirement Policy](#). TCU employees who meet the – Rule of 75 – minimum age + 10 years of continuous service in a benefits-eligible position may be eligible to retire with benefits. Contact Human Resources to assist you with [Preparing for Retirement](#). The Age Discrimination in Employment Act of 1975, as amended, prohibits mandatory retirement of any employees at any age.

Tuition Assistance. [TCU Human Resources Policy 6.005 Tuition Assistance](#). Eligible employees and/or their dependents are eligible for the [TCU Tuition Assistance Program](#). Assistance applies to academic credit tuition only and **does not** include books, fees or any other charges. Tuition reimbursement does not cover the educational costs of certificates, vocational or trade programs.

Tuition assistance funds may not be combined with any other grant or scholarship awards designated as tuition awards. This includes, but is not limited to, academic scholarships, need-based grants (with the exception of the Federal Pell Grant) and TCU activity awards.

Holidays. [TCU Human Resources Policy 6.050 Holiday and Christmas Week](#). TCU recognizes the following holidays:

| | |
|------------------------|------------------|
| New Year's Day | Independence Day |
| Martin Luther King Day | Labor Day |
| Good Friday | Thanksgiving |
| Memorial Day | Christmas Day |

Holidays and paydays are available on the [HR Calendars](#) page. The Chancellor may designate additional days when the University is closed.

Credit Union. Faculty and staff are eligible for membership in the Educational Employees Credit Union, [www.eecu.org](#).

Identification Cards. The [TCU ID Center](#) issues the official University ID Card for all employees. The TCU ID Center is located in the BLUU (Brown-Lupton University Union), Room 2033. TCU ID Cards:

- may be replaced for a fee;
- are the property of Texas Christian University;
- must be carried at all times; and,
- must be surrendered upon request at the time of separation from the University.

TCU Campus Store Discount. The [TCU Campus Store](#) offers a 10% discount to TCU employees who present a valid TCU ID card prior to purchase.

Employee Discounts. TCU employees are eligible for a variety of discounts to on and off campus events. TCU Information Technology offers discounts through the [Employee Purchase](#) for employees purchasing technology for personal use. These events and programs are generally communicated through email and [TCU This Week](#).

Campus Recreation Facilities and Wellness Promotion. [TCU Campus Recreation and Wellness Promotion](#) provides many opportunities for members of the campus community to improve their health and well-being. [Memberships for TCU employees and their dependents](#) are available – a valid TCU ID is required. For more information, call 817-257-PLAY (7529) or email campusrec@tcu.edu.

Workers' Compensation and On-the-Job Accident or Injury. In accordance with the laws and regulations of the State of Texas, TCU provides [Workers' Compensation insurance coverage](#) for its employees. Workers' Comp is managed by the [TCU Risk Management](#) department; [Work-related injury or accident](#) forms must be timely submitted to the Risk Management department. For additional information contact Risk Management, 817-257-7778.

Employee Engagement & Organizational Strategy. [TCU Human Resources Learning & Organizational Development](#). Human Resources is committed to taking the **lead on** strengthening the workforce and academic profile by cultivating a positive, engaged and professional workplace with learning and development (L&D) opportunities. Programming intentionally targets all employees in all roles and at all levels. By design, TCU's standards of professional development offerings and

expectations sets a clear, positive and strategic direction whether required or optional.

EEOS areas of expertise, consultation and coaching are:

- Developing and executing services, programming and sessions related to campus-wide organizational improvement, change management, inclusive leadership development
- Key support for TCU leadership, departments, project teams and individual contributors by providing guidance through periods of change
- Maximize team performance aligned with TCU mission, values and strategic plan
- Needs assessment(s) to assist with organizational design initiatives associated with structures, processes, reporting relationships, skillset alignment and skill gap analysis
- Coaching support for front-line managers and supervisors to align, keep pace, inspire and achieve best practices for organizational effectiveness to achieve high performing teams
- Assist with job design, programming to address succession and career path needs for employees and L&D needs to develop professionals in-place
- Other special projects and priority focused areas as needed

[All programs and professional development](#) are listed on the departmental calendar.

University On-line Compliance Training Program. [TCU Human Resources On-line Compliance Training Program](#). TCU Employees play a key role in helping maintain the highest ethical and professional standards of conduct in an environment free from discrimination and harassment. All employees are required to complete annual on-line compliance training related to workplace conduct, Title IX, FERPA, and the Protection of Youth on-campus.

Wellness and Well-being. Human Resources partners with Campus Recreation and Wellness Promotion to provide programs and services that meet the varied needs of our campus community. Annually, in the fall, Human Resources hosts a *Wellness and Benefits Fair* and *Flu Shot Clinic*. Additional programming is offered throughout the year and is communicated through email and *TCU This Week*.

Human Resources Administration

Affirmative Action/Equal Employment Opportunity. The University's Affirmative Action/Equal Employment Opportunity Officer, the Vice Chancellor and Chief Human Resources Officer, reports to the Chancellor. The

AA/EEO officer directs the University's affirmative action plan and provides guidance to the University on compliance and affirmative action. The AA/EEO officer is available to assist individuals and unit heads on matters pertaining to Affirmative Action, Equal Opportunity and Title VII matters.

The Affirmative Action Program (AAP) for qualified individuals with disabilities and qualified protected veterans is available for inspection by employees or applicants for employment upon request in the Human Resources Office.

Conflict of Interest and Code of Conduct Policies. [TCU Human Resources Policy 2.070 Code of Conduct Policy](#) and [TCU Human Resources Policy 2.071 Conflict of Interest](#). The University's Code of Conduct applies to all members of the University community, including but not limited to:

- 1) individuals who are working for and are paid by the University, including officers, faculty and staff;
- 2) consultants, vendors, and contractors when they are doing business with the University;
- 3) trustees; and
- 4) individuals who perform services for the University as volunteers.

The code of conduct refers to all these persons collectively as "members of the University community" or "community members."

How to Report a Violation or Discuss a Concern:

Violations or concerns may be reported:

- to your immediate supervisor, department head;
- **University Ethics Officer at 817-257-6222;** or
- **Ethics & Compliance Hotline at 1-877-888-0002** – reports to this hotline are anonymous or the caller may identify.

Name Change Policy. [TCU Human Resources Policy 3.000 Name Change](#). Texas Christian University Human Resources utilizes the name on the Social Security Card as the official *Name of Record* for employees. A Social Security Card that reflects the name to which the employee is requesting to change must accompany requests for name changes.

Personal Data/Contact Changes. The employee through Employee Self-Service, [my.tcu.edu](#), initiates changes to address, phone numbers, emergency contacts and personal email accounts.

Outside Employment. [TCU Human Resources Policy 2.071 Conflict of Interest](#). TCU employees may request to engage in secondary, external employment or professional activities provided these activities comply with University policy. TCU employees' primary work-related obligation is to the University and it is imperative there is a mutual understanding regarding the conditions under which secondary, external (outside) employment is approved.

Human Resources Employee Files. TCU Employees may view their employee file, by appointment, in the Human Resources Office. Academic employees, faculty and some academic administrators, may view their employee files in the Office of the Provost and Vice Chancellor for Academic Affairs.

Employee Personnel files are confidential and information is protected. In situations involving promotions or transfers, prospective supervisors may review current and past performance appraisal forms.

Human Resources General Policies

Consensual Relationships. [TCU Human Resources Policy 1.006 Consensual Relationships](#). TCU employees are prohibited from entering into, or continuing, a consensual romantic or intimate relationship with a student or employee over whom they have organizational and/or supervisory assignment (e.g., academic, administrative, supervisory, evaluative, counseling).

Equal Employment Opportunity. [TCU Human Resources Policy 1.001 Affirmative Action and Equal Opportunity](#). Texas Christian University complies with federal and state laws concerning affirmative action and workplace equal opportunity. TCU recruits, hires, and promotes qualified persons in all job classifications without regard to age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, or any other basis protected by law. TCU utilizes valid criteria in making workplace decisions, including but not limited to, decisions related to recruitment, hiring, promotion, compensation, benefits, transfer, and university-sponsored training and education, social and recreational programs.

Nepotism. [TCU Human Resources Policy 2.050 Nepotism](#). TCU is committed to maintaining a workplace free from conflicts or the appearance of conflicts often associated with the employment of relatives with same or related departments (i.e., nepotism, favoritism, bias).

Human Resources Policies and Procedures. [TCU Human Resources Policies and Procedures](#). TCU reserves the right to modify, edit, delete, add, enhance, or otherwise revise policies and procedures as necessary, either with or without notice. In the event of a conflict between the policies on the Human Resources webpages and this handbook, the policies on the webpage take precedence. Interpretation of Human Resources policies rests with the Vice Chancellor and Chief Human Resources Officer. No part or section of the information provided in the handbook is designed to alter the at-will employment relationship.

For questions, call TCU Human Resources 817-257-7790 or askhr@tcu.edu. Si, habla Español

Unemployment Compensation Policy. [TCU Human Resources Policy 6.030 Unemployment Compensation Policy](#). Texas Workforce Commission determines a former employee's eligibility to receive unemployment compensation. TCU has 12 (twelve) calendar days within which to respond to former employees' claims for Unemployment Compensation. Any Supervisor who receives the "**Notice to Employer of Claim for Unemployment Benefits**" must immediately send to Human Resources for a timely response.

Payroll Policies and Procedures

Direct Deposit. [All TCU Employees are required to receive pay through Direct Deposit](#). Generally, new employees will receive one paper check until the direct deposit information is validated (pre-noted). Student-employees are strongly encouraged to enroll in direct deposit. However, federal regulations prohibit **mandatory** requirement for students receiving Title IV funds via direct deposit.

Pay Frequency.

Non-exempt employees. Employees who receive one and one half times their regular rate of pay for hours worked in excess of forty in a workweek are non-exempt and are paid biweekly. [Paydays](#) are generally on Friday.

Exempt employees. Employees not eligible for overtime – receive monthly paychecks on the last working day of the month.

[Deadlines and pay dates are available on the HR calendar.](#)

Non-immigrant, Foreign Visitors and non-U.S. resident. All non-immigrant, Foreign Visitors, and non-U.S. residents employed by TCU must have a U.S. ID number (Social Security number). Individuals with F-1, J-1 or M-1 VISAs are exempt from U.S. Social Security taxes. Provisions of Tax Treaties between the U.S. and the employee's home country determine whether the employee is exempt from U.S. taxes and withholding.

All non-immigrant, Foreign Visitors, and non-U.S. residents must complete TCU's online international reporting system (Glacier) prior to the release of pay (compensation or honorariums). For access to the international reporting system, contact the Payroll Tax Coordinator, HRPayroll@tcu.edu.

Honorariums to foreign nationals are typically subject to 30% withholding.

International tax documents (1042s) are issued no later than March 15 each year.

FAQs about [International Guests](#); [International Faculty](#); and [International Students](#).

Pay Periods and Salary Payments. TCU employees, regardless of employment term (9-, 10- or 11-month) are paid over twelve months. Human Resources will individually calculate pay for employees who separate from the University prior to the end of their planned employment period.

W-2 Tax Forms. [TCU Human Resources W-2 Information for Employees](#). Receiving your annual tax documents electronically via a secured website prevents mail fraud and guarantees earlier distribution. Previous years' tax documents are available on this site.

Withholding (W-4 Forms). [TCU Human Resources W-4 Withholding and Deductions](#). The IRS encourages all employees to use the [Withholding Estimator](#) on the www.irs.gov website to perform a quick "paycheck checkup."

Reimbursement Policy and Procedures for University-Related Business Expenses

Policy Updates. Please check the [TCU Financial Services website](#) for the most current information regarding TCU's reimbursement policy and procedures since procedures may be updated after printing of the *Handbook for Faculty and Staff*. For current information related to reimbursement of expenses related to international travel, please check the [Travel Policies](#) on the Study Abroad website. Any new procedures posted to the Financial Services website and Study Abroad website supersede the procedures in the handbook.

Policy Statement. It is the policy of Texas Christian University ("TCU" or "University") to reimburse faculty and staff for properly authorized, necessary and reasonable expenses incurred in the conduct of University business or authorized in a budgeted grant or contract. Personal payments, including deposits, generally should not be made for business expenses that can be paid directly by the University. Payment for all goods costing more than \$500 must be made directly by the University, unless an exception for using personal funds exceeding \$500 is pre-authorized and documented on the online [Authorization Form for Personal Payment of Non-Travel Business Purchases](#). The approved Authorization Form must be submitted with the employee's TCU Reimbursement Form. Direct billing through the Accounts Payable department should be set up with vendors whenever possible so that the vendor bills TCU directly for goods or services. Credit applications to establish direct billing with vendors must be processed by the Financial Services Office. The intent of this policy is to ensure that payments for University business expenses and employee

reimbursements are fair and equitable to both the individual and the University.

The Financial Services Office will insure that TCU's travel expenditure and reimbursement policies, procedures and report forms are maintained in such a way as to qualify as an "Accountable Plan" as defined by the Internal Revenue Service ("IRS").

Faculty or staff traveling on business are responsible for complying with the University's reimbursement policy and should exercise the same care in incurring expenses as they would in personal travel. See **Tax Home** section for the criteria to determine locations that constitute travel from TCU. This policy applies to all expenses fully or partially reimbursed by the University regardless of the source of funds. When expenditures are to be charged to a sponsored project, the terms of the applicable award will take precedence if they are more restrictive than University policy.

While these guidelines are intended to be comprehensive, it is impossible to anticipate every situation that may be encountered. Thus, the individual is expected to apply these guidelines on a conservative basis, consistent with normal living standards, and to exercise good business judgment where the policy is silent.

All expenses incurred by faculty or staff members in the conduct of University business must be reported on [TCU Reimbursement Form](#) ("Form(s)"), which is available on the Financial Services website. This Form must be submitted to the Financial Services Office, with all supporting documentation, receipts and approvals, within 30 days of the incurred expense or completed travel. Faculty and staff participating in summer study abroad programs that are three weeks or longer in duration must submit Forms and all supporting documentation, receipts and approvals within 45 days of the date of their return. The Form must be signed by the individual incurring the expense ("Requester") and by the appropriate budget manager approver(s) in accordance with the procedures specified in the Budget Approval section of the Form. The Form, like all financial documents and records, is subject to review and approval by the Financial Services Office prior to processing the reimbursement.

Budget managers may establish more restrictive procedures when implementing this policy at the department level.

Advances. A faculty or staff member may request an expense advance for University-related expenses in lieu of using personal funds. Specific instructions for requesting an advance are included on the [TCU Request for Travel Advance Form](#).

A. ADVANCES FOR EXPENSES PAID FOR DURING TRAVEL – Travel advances for expenses such as hotel room charges, meals and airport parking that will not be paid by the employee prior to the trip being taken, can only be advanced within two weeks prior to trip departure.

B. ADVANCES FOR LONG-LEAD EXPENSES – It is often to TCU's advantage for employees to purchase

airline tickets or conference packages months in advance. In those cases, employees can request an advance for such expenses no more than two weeks prior to the expense being incurred.

C. OTHER ADVANCE REQUESTS – Other expense advances should not be requested to be received more than 30 days in advance of the time that the expense will be incurred.

Air Travel. If a faculty or staff member elects to travel by air, the traveler should seek to book the most economical coach fare available from a major carrier. When the schedule permits, the traveler should explore the availability of discount air fares, measuring potential savings against the cost of additional meals and lodging. Generally, trip insurance, airline club memberships, TSA travel registration, cabin upgrades and use of personal airline miles will not be reimbursed. TCU will reimburse for seating within coach.

Travel Funded by Federal Grants - See *Grant Expenses* section for requirements related to air travel funded by federal grants.

Airport Parking. Airport parking is a reimbursable expense. The traveler should exercise judgment by weighing cost against other factors when considering the duration, type and location of alternate types of parking. If the traveler chooses to use valet parking at the airport, reimbursement for valet parking will not exceed the applicable terminal rate. If the traveler chooses to be driven to/from the airport, they may be able to claim mileage reimbursement. See procedures outlined below in the *Automobile Travel* section.

Approval of Reimbursement Form. The budget code of the department or grant being charged, along with the signature of the Requester and budget manager(s) approving the expenditure, is required on all Forms. Reimbursements of \$1,000 or greater require two approval signatures (in addition to the signature of the Requester). Faculty or staff may not authorize travel or approve expense reimbursements for themselves or for persons to whom they report. Budget managers must review and, if they approve the stated expenditures, sign the form. Approved Forms and supporting documentation should be routed directly to Accounts Payable, either via paper Form or via email. Forms will not be processed by Accounts Payable if they are submitted by the Requester.

Automobile Travel.

A. RENTAL - A faculty or staff member may rent an automobile if a public carrier is not available, if rental is more economical, or if the rental will materially increase the efficient use of the traveler's time. The use of a rental car must be for University business and not for the convenience of the individual. A rental contract or detailed receipt must be attached to the Form. The cost of rental should be limited to that of a medium-sized car. Optional rental car expenses, such as a fuel service option

or additional liability insurance coverage, will not be reimbursed unless the traveler documents the specific business purpose of such expense. For non-domestic automobile rentals, contact Financial Services for additional required procedures.

The University's fleet liability carrier offers physical damage and liability coverage on rental cars used for University business and rented in TCU's name (meaning that "for TCU" must be included after the individual's signature on the car rental agreement). Coverage applies to domestic car rentals only; trucks are excluded. An explanation of insurance coverage options is available on the [Risk Management website](#).

B. PERSONAL - Reimbursement for the expense of using a personal vehicle for University travel will be limited to the authorized mileage rate in effect on the date of travel. Mileage reimbursement for use of a personal vehicle will be allowed from/to the individual's home to/from the business travel destination (including traveling to/from airport if flying for business) for travel on unscheduled workdays (such as weekends). For travel during scheduled workdays, mileage reimbursement will be allowed from/to the individual's TCU worksite to/from the business travel destination. The mileage reimbursement cannot exceed the actual number of miles driven to/from the business travel destination/airport. If the individual originates travel from/to business travel destination/airport to/from their place of residence rather than the TCU worksite, then only the mileage exceeding the distance from place of residence to TCU worksite will be reimbursed (i.e. traveler drives from their residence to airport on a workday; distance from residence to worksite is 15 miles and distance from residence to airport is 20 miles. 5 miles would be eligible for reimbursement). If the traveler chooses to have someone drive them to/from the airport rather than parking at the airport, round trip mileage to/from the airport will be reimbursed when that mileage is submitted without any parking charges. However, the additional mileage reimbursement cannot exceed the cost that would have been incurred for airport parking for the trip using the terminal daily parking rate.

Any damage or loss to a personal vehicle used on University business is the responsibility of the owner. Private insurance coverage serves as primary policy for third party liability and physical damage to the vehicle. The vehicle owner must have public liability insurance in force with at least the minimum coverage required by state law. Vehicle owners are responsible for any deductible under the private auto policy.

When commercial air transportation is available but the individual elects to drive a personal vehicle, the total reimbursement for mileage and related expenses such as hotel parking may not exceed the cost of the most economical coach fare available (at the time that advance air transportation would have been purchased) and related expenses such as taxis/airport shuttles, mileage to/from the airport, and airport parking using the lowest daily parking rate. Documentation of the cost of such air fare must be submitted with the Form.

C. CAR SERVICES – If an individual has a business reason for utilizing a taxi or car service for travel to/from the airport, reimbursement for the cost of the car service cannot exceed the cost that would have been incurred for mileage to/from the airport and airport parking for the trip using the terminal daily parking rate. If a car service is used, the cost of the service should be directly billed to TCU by the service provider rather than the individual employee directly paying the service provider/driver.

D. TAXIS/RIDE-SHARING SERVICES - If an individual chooses to use a taxi/ride-sharing service (such as Uber or Lyft) for business purposes, receipts are required for reimbursement. Premium/luxury options (such as UberBLACK, Lyft Lux or other VIP services) will not be reimbursed. Travelers cannot be reimbursed for Uber, Lyft or other ride-sharing credits/discounts utilized for payment by the individual.

Cash. When an individual uses cash to pay for business expenses, adequately detailed substantiation of the expense is required. If itemized receipts are not available, then the expense may be considered as taxable income and reported on the individual's W-2.

Combined Business and Personal Travel. When an individual combines business and personal travel, the University will reimburse the necessary expenses required to accomplish the business portion of the trip. A detailed explanation of expenses and allocations is required.

Contributions or Donations. Due to its nonprofit tax status, TCU generally does not make contributions or donations to other universities or other nonprofit or charitable organizations. Such contributions generally do not meet the purpose of TCU's tax-exempt status under IRS guidelines. Any such contributions or donations submitted on a reimbursement form will not be eligible for reimbursement.

Credit Cards. Corporate credit cards are available to staff and faculty members who are required to travel extensively on University business. To acquire a credit card, the person must obtain approval from a vice chancellor or dean and sign the TCU Corporate Card User Agreement, which is available from the Financial Services Office, acknowledging that they have read and understand the TCU Corporate Card Policy and Procedures. The Corporate Card is only to be used for TCU business purposes. Those authorized to have a University credit card must file an expense report for University business expenses and pay the credit card bill directly.

Documentation. Either original or electronic copies of receipts must be provided to substantiate expenses requested for reimbursement. Receipts must be complete and fully legible in order for a reimbursement request to be processed. Specific documentation requirements are described on the Form. According to the Internal Revenue Code, reimbursements made without the proper supporting

documentation must be reported as taxable income to the employee. The online [Lost/Missing Receipt Form](#) must be completed and approved to document individual missing receipts between \$25 and \$75. Expenses exceeding \$75 that do not have adequate substantiation may be reported as taxable income on the individual's W-2. The approved Lost/Missing Receipt Form must be submitted with the individual's Form. If expenses are shared between TCU and another entity, the traveler should follow the procedures outlined in the **Shared Expenses** section.

In accordance with IRS rules, the business purpose of each expense on the Form must be clearly documented. Specific requirements for supporting documentation are defined throughout this policy. Forms that do not contain complete documentation of the business purpose of the expense will be returned for further documentation before processing the reimbursement.

Excess Baggage. Charges for excess baggage will be reimbursed only for transporting University materials or when there is extended travel on University business.

Foreign Travel Exchange Rates. Receipts for foreign travel must be converted into U.S. dollars. The applicable conversion rate and amount must be documented on the receipt or on the Form using the foreign currency calculator tool provided with the online Form at www.xe.com/travel-expenses-calculator/. In lieu of converting individual expenses, employees also may submit credit card statements that reflect the exact expense amount charged for foreign travel expenses. If credit card statements are provided, any sensitive personal information should be redacted prior to submitting the Form (i.e. account numbers, personal transactions).

Additional information regarding reimbursements for international travel is available on the Center for International Studies website.

Gift Card Payments. Employees should not use gift cards for University business purchases. Employees will not be reimbursed for business expenses paid using gift cards as the form of payment.

Gifts, Gift Certificates, Awards or Prizes. If employees are to be reimbursed for awards/prizes/gifts/gift cards or gift certificates (collectively known as "gifts") given to others, the online Recipient Log may be required as supporting documentation with the Form. Specific instructions for completing the Recipient Log are included in the log. If the gift is given to a TCU employee, the value of the gift is subject to inclusion on the employee's W-2 form and to federal income taxation. If the gift is given to a TCU student or a third party, the value of the gift may be reportable on Form 1099. Gift cards may not be purchased from the TCU Campus Store using TCU departmental requisition forms.

Grant Expenses. If expenses are to be reimbursed from a grant, a prior examination of the terms of that grant

should be made to determine if the expense is allowable. Reimbursements from grants must comply with the requirements outlined in this policy and any accompanying policies. If the terms of the grant or contract are more restrictive than TCU's policies, the terms of the grant or contract will apply to the reimbursement.

Travel Funded by Federal Grants - Title 49 U.S. C 40118, commonly referred to as the "Fly America Act," requires all federal travelers to use U.S. air carrier services for all air travel and cargo transportation services funded by the U.S. government. All flights (domestic and international) supported with federal funds must be taken on U.S. flag air carriers, regardless of cost or convenience, unless an exception as listed in the Federal Travel Regulation (FTR) is authorized. One exception to this requirement is transportation provided under a bilateral or multilateral air transport agreement (Open Skies Agreements found on the Department of State's website), to which the U.S. government and the government of a foreign country are parties, and which the Department of Transportation has determined meets the requirements of the Fly America Act. Some other exceptions include:

- No U.S. flag air carrier service on a particular leg of our route
- U.S. flag air carrier involuntarily re-routes traveler on a foreign air carrier
- Use of a U.S. flag carrier on a nonstop flight between U.S. and another country extends travel time by 24 hours or more
- Service of a foreign air carrier is three hours or less, but the use of a U.S. flag carrier doubles travel time
- Use of a U.S. flag carrier increases the number of aircraft changes outside the U.S. by two or more

Gratuities. Reimbursement requests for gratuities generally should not exceed 15%-20% of the meal or service, depending on the circumstances (such as the size of the group for a meal reimbursement). Explanations must be provided for gratuities that exceed 25%.

Group Travel. Direct billing should be set up with vendors whenever possible so that the vendor bills TCU directly for group travel goods or services. Group travel expenses, including deposits, should not be paid on personal credit cards or with other personal funds when direct billing can be established for TCU. As part of the travel planning process, the employee who is coordinating group travel should reach out to TCU Accounts Payable to determine whether or not direct billing is available.

Hotels and Alternative Lodging Services. The detailed portion of a bill for lodging, including itemized charges, must be submitted with the employee's Form. The lodging bill must indicate that the balance has been paid prior to reimbursement. Any room upgrades using rewards/miles/credits are considered a personal expense and are not reimbursable.

Home Sharing/Airbnb, VRBO, and alternative (non-hotel) lodging services must receive advance written approval from the TCU Risk Management Department prior to being booked for TCU business purposes. An alternative lodging service should not be used unless it is the most economical option available for the business purpose of the travel. Alternative lodging services are only available to faculty/staff, and should not be used when students are in the traveling party. Any lodging agreement should be booked in the individual traveler's name rather than the University's name since the individual is choosing this method of lodging and is responsible for liability associated with the use of such services. A detailed receipt that itemizes charges and that indicates payment of the balance is required for reimbursement. Travelers should check that such receipts are available before booking through these services.

The number of persons staying in the alternative lodging unit may not exceed the number allowed by the owner/lessor. For group travel, individual rooms with individual locks on each door must be provided for each traveler staying in the alternative lodging unit.

Meals and Incidentals.

Individual Meals – Faculty and staff must provide requested information on the Form for individual meal and incidental expenses incurred in connection with University business travel. Additional information related to the meal and incidental reimbursement program is available on the Financial Services website and detailed instructions are included on the Form.

Business Meals with Others – Business meals with others will be reimbursed for actual expenses. Receipts are required for any such meals, and the names (and/or titles and/or company) of others at the meal and the business purpose must be included on the Form. Budget managers may establish more restrictive limits for acceptable levels of expenditure reimbursement.

IRS rules allow for nontaxable reimbursement of meals only in conjunction with overnight business trips. Reimbursements for personal meals incurred in conjunction with non-overnight business trips are not reimbursable and subject to inclusion on the employee's W-2 form and federal income taxation if the business purpose of the meal is not appropriately documented on the reimbursement form. See the ***Tax Home*** section for the criteria to determine locations that constitute travel.

Non-Reimbursable Travel Expenses. Expenses that are not directly related to or required for official University travel but incurred for the personal use or convenience of the traveler will not be reimbursed (i.e., personal entertainment such as pay TV movies or magazines and newspapers; first or business class passage instead of coach or economy; excessive personal phone calls; etc.).

Payments for Services. Employees are not authorized to pay other individuals or vendors for services performed on behalf of TCU. Payments for services must be made

directly by the TCU Accounts Payable Department in the Financial Services Office and typically require a contract for payment. When services may require payment by an employee due to an unforeseen circumstance, the employee must contact the Accounts Payable Department prior to engaging services to determine payment options and additional required procedures.

Sales and Occupancy Tax. The University is exempt from Texas sales tax. Faculty and staff should review expenses as they are incurred to verify that sales tax has not been assessed. In the case of hotel taxes, the University is exempt from Texas hotel occupancy tax. The University is not exempt from the city portion of the hotel occupancy tax. Although not required to do so, some other states also may honor the University's exemptions. University departments can request the Financial Services Office to send the University's Texas Sales Tax Exemption directly to vendors and the Texas Hotel Occupancy Tax Exemption directly to hotels located in Texas by submitting the online [Tax Exemption Certificate Request Form](#) to Financial Services.

Shared Expenses. When expenses of an individual or activity are shared by TCU and any other entity, detailed explanations of expenses and allocations are required. The total reimbursement from TCU and all other sources should not exceed the cost of the expense.

Tax Home. Travel reimbursement is intended to cover business related travel outside of the employee's tax home (defined by the IRS as primary work location). For TCU employees whose primary work location is in Fort Worth, Texas, the tax home is Dallas/Fort Worth Metro Area. The metro area is defined as approximately a 50-mile radius from TCU's campus (which generally includes the following counties: Tarrant, Dallas, Collin, Denton, Rockwall, Wise, Parker, Hood, Somervell, Johnson and Ellis). Generally, business conducted in the defined tax home area is not reimbursable as travel (e.g. not eligible for per diems or lodging reimbursement).

IRS rules allow for nontaxable reimbursement of local lodging expenses (e.g. within the tax home geographic area) only when the expenses are for a business purpose and necessary for full participation at a business meeting or conference. In order to process reimbursement requests for local lodging, the budget manager must provide a statement affirming business necessity on the Form. In addition, IRS rules state that the employer must require the employee to remain at the activity or function overnight and the lodging must not be lavish or extravagant or provide significant personal pleasure, recreation or benefit. Reimbursement of such local lodging expenses cannot exceed five calendar days and cannot recur more than once per quarter.

Travel Expenses as Income. Any travel advance not settled in a timely manner as required by the IRS must be reported by TCU as additional compensation on the employee's W-2 form.

Traveling with Companions. In general, the expenses of a spouse, family member or others accompanying the business traveler are not reimbursable unless such travel is for a specific, pre-approved business purpose on behalf of TCU.

TCU will not reimburse spouse's travel expenses when a spouse or other person attends a meeting or conference and has no significant role or performs only incidental duties. Such attendance does not constitute a valid University business purpose.

When a spouse who attends a function has a significant role in the proceedings such as direct responsibility for planning, production and oversight of official events or activities, this constitutes a bona fide University business purpose. In addition, attendance as a **business representative of University** at a professional conference or function, or significant involvement in fundraising activities are also considered bona fide University business purposes but must be properly documented and approved in advance of the travel for reimbursement by the University. Reimbursable spousal travel must be pre-approved by the appropriate Vice Chancellor or Chancellor prior to incurring expenses. Upon approval, TCU will reimburse the business traveler for the spouse's non-personal expenses directly resulting from travel on University business. Travel for spouses should not be charged to TCU accounts with travel agencies unless pre-approval for the business purpose of the spousal travel has been documented. Such written pre-approval must be attached to any travel agency invoices or to the Form.

Travel by a spouse of an employee that does not serve a bona fide business purpose should be paid for by the employee or spouse individually. Travel that is inadvertently incurred by the University and is not determined to be a bona fide business purpose must be reimbursed to the University by the employee or spouse individually. Payroll and the Financial Services office will evaluate any spousal travel that is paid for by TCU to determine whether the payment is taxable for federal income tax purposes. If deemed taxable for federal income purposes, these amounts will be included in the employee's W-2 in accordance with IRS procedures.

RISK MANAGEMENT, SAFETY AND HAZARDOUS MATERIALS

RISK MANAGEMENT (817-257-7778)

The Risk Management Department can assist faculty or staff with a variety of issues:

1. Automobile (rental, use on business, students driving, field trips, etc.)
2. Liability (for student participation in non-tradition educational experiences, contracts, dealing with vendors, etc.)
3. Workers compensation (for work related injuries)
4. Safety
5. Environmental management
6. Business continuity
7. Hazardous Material

For more information please visit <https://tcuiriskmgmt.tcu.edu/> or call TCU Risk Management Office at 817-257-7778.

ENVIRONMENTAL MANAGEMENT AND SAFETY INFORMATION (817-257-7220)

The University's safety, and environmental information can be found on the *TCU Environmental Management and Safety* website at <https://tcusafety.tcu.edu/> or by calling 817-257-7220.

Each member of the University family must accept the challenge of maintaining an accident-free environment. Deans, unit and department heads are responsible for implementing the appropriate safety procedures in their respective areas. All employees are expected to fully support the safety program, follow proper procedures, and

ensure that equipment and facilities are maintained to desired standards. If your department needs assistance in establishing a safety program to meet compliance standards and government safety regulations please call the TCU Environmental Management and Safety office at 817-257-7220.

Environmental Management and Safety Websites

It is our responsibility to create a safe environment. Please visit the TCU Environmental Management and Safety website at <https://tcusafety.tcu.edu/> to find the following information links.

1. Environmental Management - <https://tcusafety.tcu.edu/environmental-management/>
2. Emergency Floor Officers - <https://tcusafety.tcu.edu/efo/>
3. Radio Communications - <https://tcusafety.tcu.edu/radio/>
4. Safety Guides - <https://tcusafety.tcu.edu/safety-guides/>
5. Storm Shelters - <http://tcuemergency.tcu.edu/wp-content/uploads/2017/07/TCU-Storm-Shelter-Locations-website-072017.pdf>
6. Training Opportunities - <https://tcusafety.tcu.edu/online-training/>

ALL HAZARDS EMERGENCY RESPONSE ACTIONS

There are many emergency situations that could happen on a college campus daily. TCU's Department of Public Safety will issue one of three warning messages to guide the response of students, faculty and staff: Lockdown, Evacuate or Seek Shelter. These actions are applicable across all hazards that could impact the TCU community.



L.E.S.S. is More

Follow these procedures as closely as possible, without putting yourself in extreme danger.

LOCKDOWN

When emergency conditions involve an active shooter or a violent situation involving the police, the safest method to protect individuals may be to lockdown and take shelter inside and await further instructions.

Upon hearing the TCU Alert notification system to lockdown, the following steps should be followed:

- Lock or get into a locked room or hiding place
- Block the doorway with furniture
- Block any view into the room
- Silence cell phones (including the ringer) and remain absolutely quiet
- Do not allow anyone in the space (the good guys will have keys to open the door)



Once the police arrive

- Remain calm and follow their instructions
- Drop any items in your hands
- Raise your hands and spread your fingers
- Avoid sudden movements toward the officers
- Avoid pointing screaming or yelling
- Do not ask questions when evacuating

TCU Staff Instructions for Lockdowns

- Must obey the instructions of the Building Deputies and Emergency Floor Officers during an emergency or drill
- Should proceed to the designated interior safety area
- Aid in the event of an emergency, as directed by the Building Director, the Emergency Floor Officers, Campus Police or emergency response personnel

Assisting the Physically Impaired

Visually Impaired Persons

- Announce the type of emergency
- Offer your arm for guidance
- Verbally guide the person, giving them information about your general path and obstacles
- Once at the safety zone, offer to provide further assistance

Hearing Impaired Persons

- Turn lights on/off to gain the person's attention
- Indicate directions with gestures
- Write a note with shelter-in-place instructions

Persons using Crutches, Canes or Walkers

- Provide as much assistance as possible
- If physically able, offer to move the individual using a sturdy chair or rolling chair
- If physically able, help carry the person to safety

Wheelchair-bound Persons

- If physically able, help carry the person to safety
- Reunite wheelchair and user as soon as possible
- Always consult with the persons before making your decision, lifting may be dangerous for non-ambulatory people

EVACUATE

When the emergency conditions involve a fire or gas leak that would require building occupants to exit the building, the safest method to protect individuals may be to evacuate the building and meet at the designated rally point.



Upon hearing the TCU Alert notification system to evacuate, the following steps should be followed:

- Dress appropriately for the weather, as you may be outdoors for a prolonged amount of time
- Take only essentials with you (eyeglasses, ID, medications, wallet, phone), do not pack belongings
- If time allows, turn off potentially hazardous equipment and appliances
- If time allows, close the door to your room as you exit
- Leave the building by the nearest, safest exit
- Avoid using the elevator
- If able, ask and provide help for those who need assistance in evacuating the facility
- Meet at designated rally point
- If you need special assistance evacuating the building, contact **Campus Police** at extension 7777 or 817-257-7777

TCU Staff Instructions for Evacuation

Before an Evacuation familiarize yourself with:

- Stairwell exits for your floor
- Fire extinguisher locations
- Seek shelter locations
- Faculty, staff or students who work in your area and may need assistance in evacuating the building
- Weather radio locations

During an Evacuation

- Obey the instructions of the Building Deputies and Emergency Floor Officers during an emergency or drill
- Proceed to the designated rally point
- Aid in the event of an emergency, as directed by Building Deputy, the Emergency Floor Officers, Campus Police, or emergency response personnel.

SEEK SHELTER

When the emergency conditions involve a severe weather event, the safest method to protect individuals may be to seek shelter by reporting to the lowest level of the building, away from exterior windows or the designated seek shelter location.



When Seeking Shelter

- Avoid windows and areas with glass and exterior walls
- Get to the lowest, most interior location in the building
- Put as many walls between you and the weather emergency as possible
- Take a cell phone with you
- Tune into local media outlets and social media to stay informed on the situation
- If available, take a flashlight and a radio or designated emergency kit to the shelter area to track emergency status

- Keep telephone lines free for emergency responders, DO NOT call 911 for information
- Avoid using the elevator
- Always seek out the closest, safe path when securing a safe space within the facility
- If able, aid people needing help reporting to the seek shelter safe area

Seek Shelter Safety Areas

- In the event of a weather-related emergency, students, staff, faculty and guests must be relocated to one of the following seek shelter safety areas
- The designated seek shelter safety areas for that building
- Lowest floor interior stairwells or hallways
- Lowest floor restrooms
- Lowest floor rooms without exterior windows
- *No one should remain on the second or higher floors*

TCU Staff Instructions for Seeking Shelter

Before a Seek Shelter Emergency familiarize yourself with:

- The seek shelter safety areas

- Nearest stairwell to the seek shelter safety area
- Faculty, staff or students who work in your area and may need assistance in seeking shelter

During a Seek Shelter Emergency

- Remain alert and look/listen for signs of an emergency in the building
- Relay any information to the Building Deputy, Emergency Floor Officers or emergency response personnel
- May be asked by the Building Deputy to assist the Emergency Floor Officers or emergency response personnel
- *All seek shelter safety areas are on the lowest level of the building, away from exterior windows.*

TCU DEPARTMENT OF PUBLIC SAFETY

ASSISTANT VICE CHANCELLOR FOR PUBLIC SAFETY (817-257-4747)

The TCU Department of Public Safety consists of:

- Office of Emergency Management (817-257-7771)
- Parking and Transportation (817-257-8400)
- TCU Police Department (EMERGENCY: 817-257-7777; Non-Emergency: 817-257-8400)

For more information, please visit

<http://publicsafety.tcu.edu/>.

REPORT AN EMERGENCY

For immediate emergency assistance dial 817-257-7777.

TCU Police (817-257-7777) versus the 911-

Operator - The TCU Police department should be contacted first, 817-257-7777, or ext. 7777 for any type of emergency that occurs on campus. The size and number of buildings on campus makes it very difficult for the local first responders to come to the property location; therefore, calling TCU Police is the best method of notification. TCU Police can meet and guide the emergency responders to your location. If you decide to dial 911, be prepared to give the dispatcher the address of the building you are in. Additionally, they may ask for the name of the building, floor and room number. Be patient and calm as the dispatcher asks you the needed questions concerning the emergency.

Frogshield – Download the FrogShield App (free of charge) on your smartphone in order to anonymously report safety concerns while attaching photos/videos. Contact TCU Campus Police quickly and directly in emergency situations. Frogshield uses geo-fences and the nation's first Indoor Positioning System (IPS) for public safety to send accurate locations and pertinent information about 9-1-1 callers directly to TCU Campus Police. This app is ideal for contacting emergency assistance quickly, anonymously and discreetly much like a mobile panic button. For more information contact the TCU Police non-emergency number at 817-257-8400.

EMERGENCY NOTIFICATION



TCU ALERT System – The TCU ALERT System is the mass notification system for the campus. It consists of three legs of communication to our campus population. These are:

1. Inside notification – TCU ALERT System uses the existing fire alarm systems to provide verbal notification of the various types of emergencies.

2. Outside notification – TCU ALERT System uses a speaker array to provide the same verbal notification as the inside fire alarms systems.
3. Phone calls, text and email messages to notify you of an emergency. For more information, please visit: <https://publicsafety.tcu.edu/tcu-alerts/>.

Within the TCU ALERT System, there are three Emergency Activation Categories with pre-recorded Emergency Mass Notification messages:

- **LOCKDOWN**
- **EVACUATE**
- **SEEK SHELTER**

Emergency notifications will be broadcast utilizing all outdoor speakers to all buildings on campus and TCU ALERT phone calls, email, texts and voice notification, in conjunction with all emergency broadcasts. Emergency messages will continue to be broadcast until cancelled by TCU Department of Public Safety officials. Upon remediation of the incident, an ALL CLEAR MESSAGE will be broadcast across the system.

University Closings. The University may experience the need to close. The decision to close is based on a number of factors (weather being the most prominent) and may occur in the morning or mid-day. On a morning closure, this information will be sent to the campus by 6:30 a.m. via TCU ALERT and posted on the TCU home page (under the Top News Stories heading) and recorded on TCU's information line (817-257-INFO or 4636). Additionally, the information also will be sent to local television and radio stations. If the notice to close comes mid-day, TCU Alert will notify the TCU community of the closure. In the event of an early morning closure, local media outlets will be advised.

1. Among the local Dallas/Fort Worth television stations to be notified will be WFAA (ABC) Channel 8, NBC Channel 5, CBS Channel 11, and FOX Channel 4.
2. Local radio stations that will be notified include WBAP 820 AM and KLUV 98.7 FM.
3. Updates also will be posted on TCU's homepage and the link is: www.tcu.edu.

No notice will be sent or posted if the University remains open.

Should the University close, employees providing essential services related to (1) health and safety, (2) the presence of a residential student community, and (3) agreements with the public for the use of University facilities must still report for work at the regular time. Each department is responsible for identifying and communicating to their employees that are considered essential employees. It is also possible that some areas of Tarrant County will be more severely affected than others, so even if the University remains open, employees should keep their personal safety uppermost in their minds. If you know

your route to campus will be treacherous, do not attempt to make a dangerous trip.

PREPARE FOR EMERGENCIES

<https://publicsafety.tcu.edu/prepare-for-emergencies/>

Make a Plan

Plan for emergencies today, before they occur. Know how you'll contact your friends and family and reconnect if separated. Establish a meeting place that's familiar and easy to find. As you prepare, tailor your plans and supplies to your specific daily living needs. Discuss your needs and responsibilities and how people in the network can assist each other with communication, care of children, business, pets or specific needs like the operation of medical equipment.

When communications are available, always contact your loved ones to let them know you are safe. This reduces the calls necessary by TCU and local responders so that they can respond to those who still need assistance.

Create a personal emergency plan using our [TCU Emergency Plan](https://publicsafety.tcu.edu/wp-content/uploads/2019/03/TCU-Emergency-Plan.pdf) form: <https://publicsafety.tcu.edu/wp-content/uploads/2019/03/TCU-Emergency-Plan.pdf>.

Build an Emergency Supply Kit

When disasters strike, you may be required to care for yourself for up to 72 hours before essential services are available. This means you should be equipped with enough food, water and other supplies to sustain yourself until help arrives. It is recommended to keep an emergency supply kit at home and in your vehicle in order to respond on-the-go. These kits should be checked and restocked annually to ensure batteries and perishable items are still useable. TCU Emergency Supply Checklist:

<https://publicsafety.tcu.edu/wp-content/uploads/2019/03/TCU-Emergency-Supply-Checklist.pdf>.

Be Notified / Stay Informed

TCU and other emergency partners use various resources to ensure you are notified of emergencies on the TCU campus, in the Fort Worth community and outside of the local area. It is important that you take the time to understand the messages you may receive from each of these alert systems, and what you need to do to receive these services.

On Campus - The University utilizes the TCU Alert System, a mass communication program that includes phone, text and email communication, as well as indoor/outdoor loudspeakers and emergency lighting on campus to notify the Horned Frog community of an emergency or weather-related closure/delay.

Off Campus - The City of Fort Worth has a notification system which you can subscribe to in order to receive alerts and information for around the city. You choose the information you want, from urgent public safety alerts to community information and receive information by text or

email.

<https://local.nixle.com/register/?cc=fortworth&cid=8>

Outdoor Warning Sirens - The City of Fort Worth's Office of Emergency Management manages the local outdoor warning system, which is designed to notify citizens to proceed to indoor shelter and seek further information on current hazards by tuning into local news outlets. The system is tested each Wednesday at 1 p.m., as weather conditions permit.

Sirens will be activated for:

- A tornado warning issued by the National Weather Service
- Tornado or funnel cloud reported by a reliable source
- Sustained winds in excess of 70 mph
- Reports of hail larger than 1.5 inches in diameter
- Chemical spill emergency
- State or national emergency declared by the governor or president
- Other emergencies as appropriate

For more details on preparedness measures for individual hazards in the Fort Worth area such as fire, tornado or flooding visit the Office of Emergency Management Website at <https://publicsafety.tcu.edu/horned-frog-hazards/>.

EMERGENCY FLOOR OFFICER PROGRAM

To assist in emergencies, the University has established a program using Emergency Floor Officers (EFOs) that are assigned to each floor of most major buildings on campus. These EFOs assist in evacuation and securing buildings during emergencies. They are identifiable by their bright orange vests. Visit <https://publicsafety.tcu.edu/emergency-plans-resources/> or contact the TCU Office of Emergency Management at 817-257-7771, for further information on this program.

PREFERRED EMERGENCY STORM SHELTERS

In the event of severe weather, here are basic reminders when seeking shelter:

1. Go to the lowest floor or basement level of the building you are in.
2. Stay away from rooms with large roof spans (lecture halls, gyms, etc.).
3. Stay away from areas with glass windows or glass walls (lobbies, hallways, etc.).
4. Try to place as many walls/doors between you and the outside wall of the building you are in (interior restrooms, interior closets, small interior conference rooms, etc.).
5. Have a flashlight or other light source (light stick, cellphone, etc.) available.
6. Monitor events through use of the radio, television, or internet.

Please keep the following in mind when using the below Emergency Storm Shelter list:

1. The list is available on TCU's website, here is the link: <https://publicsafety.tcu.edu/emergency-plans-resources/>
2. The list is sorted by the formal building name in alphabetical order. Please note this list may have multiple listings for building names.
3. The list references a campus map number. The campus map can be found on TCU's website at <http://www.maps.tcu.edu> under printable maps and then clicking on the campus map – color link option.
4. **Restricted access** denotes a building that is not accessible to the general public and may require TCU authorization to swipe enter with a TCU ID card.
5. While the majority of the campus buildings are open and accessible during business hours, please note that each building will restrict access after-hours and require TCU authorization to enter. Building operating hours are set based on a variety of factors from classroom schedules, athletic team season schedules, and business operating needs of the building.

Academic Buildings are accessible during business hours. Business hours may vary between academic buildings based on the classroom schedule. Please note after-hours access requires TCU authorization.

Administration Buildings are accessible during business hours. Business hours may vary. Please note after-hours access requires TCU authorization.

Athletic Buildings/Facilities operating hours vary based on season needs and schedules.

Brite Divinity Buildings are considered **restricted access** and only accessible to assigned students, residents and authorized personnel.

Parking garages are considered ***restricted access*** and only accessible to assigned residents and authorized personnel.

Residence Halls are considered ***restricted access*** and only accessible to assigned residents and authorized personnel.

Student Life Buildings are accessible during business hours. Business hours may vary based on operational needs. Please note after-hours access requires TCU authorization.

Please contact the Office of Emergency Management (817-257-7771) with any questions regarding Emergency Storm Shelters. For questions regarding your specific buildings operating schedule, please contact your supervisor.

GENERAL POLICIES AND SERVICES

Abuse Information, Substance. Abuse of alcohol and drugs has been shown to cause serious health problems including:

Alcohol. Frequent or heavy use of alcoholic beverages can result in brain damage; cirrhosis of the liver; cancer of the liver, cancer of the mouth, throat and pancreas; stomach ulcers; heart damage; lowered sex hormone production; and lowered immunity to infections and disease.

Alcohol use by pregnant women can also cause birth defects, lowered birth weight and/or mental retardation in children.

The use of alcohol is involved in half of all traffic related deaths and permanent disabilities. Alcoholism can lead to family dysfunction and violence. Alcoholics are six or more times as likely to commit suicide as non-alcoholics.

Drugs. The use of illegal drugs, including but not limited to marijuana, cocaine, heroin, crack, inhalants, amphetamines, psychedelics and so called “designer drugs” has been shown to result in physical and mental disorders. Lung damage (including lung cancer), lowered immunity to disease, memory loss, depression, flashbacks,

lowered production of sex hormones, birth defects, low birth weight infants and severe psychological disorders may result from the use of drugs.

These drugs are highly addictive, both physically and psychologically. The body builds a tolerance to such drugs so that larger and more frequent doses are required to satisfy the need for the drug.

Alcohol and Drugs. Specific University policies with regard to both alcohol and drugs are outlined below:

Alcohol. Except for certain specified areas in University residence halls approved by the Vice Chancellor for Student Affairs (see the University Calendar/Student Handbook for the student alcohol policy), and for specific events authorized by the Chancellor or Provost in University buildings, the consumption, sale or use of alcoholic beverages is prohibited on the campus.

The consumption of alcohol is permissible for persons of legal drinking age in parking lots immediately adjacent to Amon Carter Stadium from two hours before and until two hours after TCU home football games. Alcohol cannot be brought into in the Stadium at any time.

Alcohol and Drug Penalties

| TEXAS STATE LAW | | | | |
|--|---|--|---|--|
| OFFENSE | CLASS/DEGREE | MINIMUM PUNISHMENT | MAXIMUM PUNISHMENT | FOR MINORS |
| Manufacture or delivery of controlled substance (drugs) | State Jail Felony to First Degree Felony | Up to 2 years in jail and a fine of up to \$10,000. 180 day driver's license suspension. | 15 years to life in jail and a fine of up to \$250,000. | Automatic 1 year suspension of driver's license. |
| Possession of controlled substance (drugs) | State Jail Felony to First Degree Felony | SAME AS ABOVE | 15 years to life in jail and a fine of up to \$250,000. | Automatic 1 year suspension of driver's license. |
| Possession or delivery of marijuana | Class B Misdemeanor to First Degree Felony | 180 days in jail or a fine of up to \$2,000 or both. 180 day driver's license suspension. | 5 years to life in jail and a fine of up to \$100,000 | Automatic 1 year suspension of driver's license. |
| Driving while intoxicated (alcohol or other drugs or both) | Class B Misdemeanor to Third Degree Felony BAD - .08 | 72 hours to 180 days in jail or a fine of up to \$2,000 or both. 90 day driver's license suspension. | 2 to 10 years in jail and a fine of up to \$10,000. 1 year driver's license suspension. | Any detectable amt. Automatic 1 year suspension of driver's license. |

| | | | | |
|--|------------------------|--|---|--|
| Public intoxication | Class C Misdemeanor | Fine of up to \$500 | Fine of \$250 - \$2,000, jail time of up to 180 days, community service of 8 to 40 hours, driver's license suspension for 30 to 180 days & attend one alcohol awareness class | Begin with maximum punishment |
| Purchase, consump- tion or possession of alcohol by a minor | Class C Misdemeanor | Attend one alcohol awareness class, 20- 40 hours community service, fine up to \$500, 30-day driver's license suspension. | 180 day driver's license suspension, up to \$2,000 fine, 180 day jail term | Automatic 30 day suspension of driver's license. |
| Furnishing or sale of alcohol to a minor | Class A Misdemeanor | Fine up to \$4,000, up to one year in jail, or both, 180-day driver's license suspension. | Fine up to \$4,000, up to one year in jail, or both | N/A |

| | FEDERAL LAW | |
|---|---|---|
| OFFENSE | MINIMUM PUNISHMENT | MAXIMUM PUNISHMENT |
| Manufacturing, distribution or dispensing of illegal drugs | Imprisonment up to 1 year, and a fine of \$100,000 or both | Life imprisonment (no parole) and fine up to \$10 million (individual) or \$50 million (other) |
| Possession of illegal drugs | Imprisonment for up to 1 year and a fine of not less than \$1,000 or both | 5 to 20 years imprisonment and fine of at least \$5,000 plus investigation/court costs |
| Distribution of drugs to a person under 21 years of age | At minimum, double the federal penalty for distribution of drugs | At minimum, triple the federal penalty for distribution of drugs |

The purchase or sale of alcoholic beverages is prohibited everywhere on the campus. Furthermore, no person may provide any alcoholic beverages to any person less than 21 years of age. The University also prohibits the use or possession of alcoholic beverages in all instructional settings including those remote to the campus.

Drugs. The University prohibits the unlawful possession, use, manufacture or distribution of illicit drugs on University property or at University sponsored activities. Besides their legal implications these drugs are a health hazard and are incompatible with the philosophy and objectives of the University.

For complete information, refer to Policy 2.007 Drug and Alcohol Abuse.

In addition, faculty and staff directly engaged in the performance of work under the provisions of a federal contract (\$25,000 or more) or grant are subject to the Drug-Free Workplace Act of 1988. For complete information on the specific provisions of this act, contact the Human Resources Department, the Alcohol and Drug Education Center, or the Office of Research and Sponsored Projects.

Any violation of these policies may result in disciplinary action ranging from a reprimand to suspension without pay for an appropriate period or termination of employment.

Sources of Help. An individual may seek assistance through Human Resources to correct a drug or alcohol abuse problem under the Americans with Disabilities Act. Employees who seek this assistance are offered appropriate protections under the ADA.

For complete information, refer to Policy 2.006 Drug-Free Workplace and 2.007 Drug and Alcohol Abuse.

Bring-Your-Own-Device (BYOD) Policy

Introduction. In response to the increasing use of personally owned computing devices (POCD) by employees for TCU business purposes, TCU has established an official bring your own device (BYOD) policy. The purpose of this policy is to define the appropriate use and procedures for using personally owned computing devices on a TCU Network.

Applicability. This policy applies to any user who makes a wired or wireless network connection from a POCD to the “TCU Guest” or “Eduroam” network.

BYOD is a rapidly changing technology and TCU reserves the right to modify this policy, including eliminating all support for BYOD, at any time. TCU IT may elect to implement additional requirements or processes to safeguard the University’s Computing Resources (e.g. mobile device management [MDM], enforcing separation of TCU data from personal data, remotely removing TCU data, additional registration processes, or requiring a PIN number to access systems). The most current version of this policy will be posted on Information Technology’s website.

Policy Statement. In order to support the BYOD model while appropriately managing TCU’s risk, the following policies are established:

Risks, Liabilities, Disclaimer. Employees who elect to participate in BYOD accept the following risks, liabilities and disclaimers:

- At no time does the University accept liability for the maintenance, backup, or loss of data on a personal device. It is the responsibility of the equipment owner to backup all software and data to other appropriate backup storage systems before requesting assistance from IT.
- Persons violating this policy may also be held personally liable for resulting damages and civil or criminal charges. TCU will comply with any applicable laws regarding data loss or breach notification and may also refer suspected violations of applicable laws to appropriate law enforcement agencies.
- The University shall **NOT** be liable for the loss, theft, or damage of POCD. This includes, but is not limited to, when the device is being used for University business, on University time, or during business travel.
- TCU Information Technology provides only limited security for the TCU Guest and Eduroam networks and at no time does the University accept liability for the security of a POCD.

- TCU Information Technology will maintain wise financial stewardship of the University’s resources by assessing the employee’s usage of a POCD in proportion to their usage of TCU provisioned computing device. TCU IT, at its discretion, may elect to discontinue providing a TCU provisioned computing device if it is no longer reasonably needed.
- TCU Information Technology reserves the right to implement technology such as Mobile Device Management to enable the removal of TCU owned data.
- POCD may be subject to the search and review as a result of litigation that involves the University.

User Responsibilities. Employees who elect to participate in BYOD must adhere to this policy and all University policies while using a POCD device on a TCU Network. In particular, the *TCU Code of Conduct Policy* available on the Human Resources website and the *TCU Network and Computer Usage Policy* and the *TCU Sensitive Personal Information (SPI) Policy* available on the Information Technology (IT) website must be followed. Employees who elect to participate in BYOD must:

- Not store TCU SPI data on personally owned computing devices
- Destroy, remove or return all data, electronic or otherwise belonging to TCU, once their relationship with TCU ends or once they are no longer the owner or primary user of the POCD (e.g. the sale or transfer of a POCD to another person)
- Remove or return all software application licenses belonging to TCU when the POCD is no longer used for TCU Business
- Notify TCU Risk Management of any theft or loss of a POCD containing data or software application licenses belonging to TCU
- At no time may a POCD be connected to the secure TCU networks (e.g. Faculty/Staff, TCU FSWPA2, TCU Secure) without prior approval.

Devices and Support. In general, any computing device may be connected to the TCU Guest or Eduroam networks provided its use does not disrupt any University Computing Resources or violate the *Network and Computer Usage Policy*.

Information Technology will prioritize the support of TCU owned computing devices and production information systems and provide only limited support for POCD. Limited support for POCD devices is defined as:

POCD support for both the TCU Guest and Eduroam networks:

- Maintaining the availability of the TCU Guest and Eduroam networks
- Maintaining the availability of the authentication systems for the TCU Guest and Eduroam networks
- Verifying authentication credentials are valid

Additional POCD support for the Eduroam network only:

- Troubleshooting connectivity or authentication issues on POCD
- Configuration of POCD for communication with TCU Email system (e.g. Exchange ActiveSync)
- Configuration of VPN and/or Remote Desktop access to TCU Computing Resources
- Providing software application support when reasonably possible as determined by IT. Note: It is the responsibility of the device owner to have and provide authentic, individually owned and registered software before any assistance will be provided.
- Ensuring wireless network compatibility for officially supported device types as listed on Information Technology's website. IT will strive to ensure compatibility for all major devices according to market share. Should you have any concerns regarding compatibility, please consult with Information Technology prior to purchasing any devices you intend to use on the "Guest" or "Eduroam" network.

Examples of POCD support not provided include, but are not limited to:

- Troubleshooting device performance or hardware problems
- Troubleshooting software applications or cloud services
- Installing OS upgrades, OS patches, or TCU owned software on POCD
- Backing up device data or migrating data to a new device
- Removing malware or spyware

Security. Currently, no security restrictions or Mobile Device Management (MDM) solution have been implemented for the "Guest" or "Eduroam" networks. However, TCU Information Technology reserves the right to implement such restrictions or solutions.

TCU IT may perform security scans against any personally-owned device that accesses TCU networks in accordance to the *TCU Network and Computer Usage Policy*. IT may, without notification, prevent or ban POCD which disrupt any University Computing Resources or are used in a manner which violates any University policies.

Reimbursement. Any reimbursement claim for purchases associated with personally owned computing devices is subject to the TCU Computer Technology Acquisition Policy and the Reimbursement Policy and Procedures for University-Related Business Expenses which can be found in the *TCU Faculty and Staff Handbook*. Furthermore:

- Computer technology purchased for personal use will not be reimbursed by the University.
- Computer technology purchased with personal funds, regardless of the intended use, may not be reimbursed by the University, without prior approval by Information Technology and Finance and Administration. This includes, but is not limited to, software or technology services, including repair or technical support services.

- Loss, theft, or damage to personally owned computing devices will not be reimbursed by the University.

Enforcement. Suspected violations of this policy will normally be handled through TCU disciplinary procedures applicable to the relevant user. TCU may suspend a user's access to the TCU Guest or Eduroam network, TCU Personal network, or any University Computing Resources, prior to the initiation or completion of such disciplinary procedures, when it reasonable appears necessary to preserve the integrity, security, or functionality of University Computing Resources or to protect TCU from liability. TCU may also refer suspected violations of applicable laws to appropriate law enforcement agencies.

The University's Chief Technology Officer shall be the primary contact for the interpretation, enforcement and monitoring of this policy and the resolution of problems concerning it. Any legal issues concerning the policy shall be referred to the appropriate officials for advice. Employees may appeal the resolution of problems in regarding this policy via the University's Conflict Resolution Policy.

Approved Chancellor's Cabinet – May 2014. Last updated – June 2018.

Building Use Fees. Fee schedules are available upon request from the Office of Conference Services. Requests for special fee consideration must be submitted in writing to Conference Services for review by the appropriate vice chancellor. Conference Services will notify the individual or group whether the request to use a facility has been granted or denied. The appropriate fees will be included in the notification. Decisions of Conference Services may be appealed in writing. Events will be assigned into one of three general categories described below:

Category I - TCU and Disciples of Christ Events.
(Housing, housekeeping and other necessary expenses, as well as other real expenses incurred will be charged.)

1. Special workshops, meetings or conferences initiated and officially sponsored by a TCU department.
2. Non-student housing requests by TCU departments or TCU organizations.
3. TCU student organization events open to the entire campus, open to non-TCU guests or requiring an admission fee.

Category II - Non-TCU Events(reduced Rental Fee).
1. Events sponsored by educational institutions.
2. Programs or events sponsored by chartered youth groups.

Category III – Non-TCU Events (Basic Rental Fee).
Any use not defined in above categories but consistent with the University's Use of Facilities guidelines.

Campus No Smoking Policy. Texas Christian University prohibits the use of all tobacco products and smoking on property owned or operated by the University. To use tobacco as part of an established religious ceremony, academic or research activity, contact the Vice

Chancellor for Student Affairs to request an exemption for those activities.

Commercial Promotions Involving TCU. Commercial enterprises sometimes solicit advertising from off-campus firms for publications or products with the promise that the item will be distributed on campus to students and/or faculty and staff. Examples include coupon books and campus planners. TCU does not permit such distribution except where approval has been given by Marketing & Communication.

Student initiated publications (those planned and produced by students), designed for distribution to persons other than the members of the sponsoring student organization, must be approved by the Student Publications Committee. University regulations prohibit the sale of advertisements for student publications, programs or special brochures, except by permission of the Student Publications Committee.

Commercially initiated publications or products (those planned and promoted by individuals or firms for commercial purposes) must be approved by Marketing & Communication.

In addition, individuals or firms seeking permission to use the university name, images (still or moving), its official seal or other TCU symbols (such as the Horned Frog) for commercial purposes should obtain prior approval from the Office of University Marketing. This includes give-away items containing commercial advertising for distribution on campus. Requests for use can be made by visiting mkc.tcu.edu, resources tab and then location request form.

An advisory committee composed of representatives from the Division of Student Affairs, Alumni Affairs/Development, Athletics, University Store, Student Programming Council, and Marketing & Communication sets and interprets general policies and hears appeals.

Computer Technology Acquisitions, Policy for. This policy applies to all TCU departments. The intent of the policy is to ensure that computer technology and services comply with University defined policies, procedures, support standards and security safeguards. Examples of computer technology include, but are not limited to: desktop and notebook computers, netbooks, iPads, tablets, servers, workstations, printers, software applications, operating system software, wireless devices, network equipment or specialized networked-based appliance, and technical/functional computer services. Specifically:

- All computer technology for TCU business must be purchased through Information Technology. Computer technology purchased for personal use will not be reimbursed by the University. Further, computer technology purchased with personal funds, regardless of the intended use, will not be reimbursed by the University.
- All computer technology assets purchased with University Funds are the property of the University and not a specific faculty or staff member's personal

property. University funds include, but are not limited to, grant funds, endowed funds, restricted, or unrestricted funds.

- Funding for maintenance or support agreements must be coordinated with Information Technology prior to purchase.
- All desktop/notebook computers and peripherals acquired must meet University standards. For models and specifications, see [Desktop Specifications List](#). In addition to maintain network connectivity, computers and peripherals must meet minimum configuration specifications. Please see [Minimum Configuration Guide](#) for latest requirements.
- Information Technology must approve any server or specialized appliance requiring network connectivity prior to acquisition. In addition, the device must meet the required conditions for connectivity. For current requirements, please see [Connectivity Requirements](#).
- Network connected servers or appliance devices must reside in an environment approved by Information Technology.
- Information Technology must approve any technology that incorporates any kind of wireless access to ensure meeting TCU guidelines prior to purchase. Please see the [Wireless Guidelines](#) for current guidelines.
- Information Technology must review and approve any software application system prior to acquisition.
- Computer technology procured with restricted funds must be coordinated through Information Technology.

Conference Services. The use of TCU facilities by outside groups or by TCU groups holding events open to the entire campus or community must be approved by Conference Services. By policy, the needs of the university come first. Outside groups receiving preference are those that share the educational goals of TCU. Regularly scheduled college and departmental programs do not require use of facilities application and approval.

Faculty or student membership in an organization does not necessarily make a meeting of such a group an integral part of the TCU program.

In order to ensure facility availability and university authorization, groups must submit an application to Conference Services. Written approval from Conference Services is required before a group publicizes the event and facilities.

Application for use of a facility should be made at least 30 days before a proposed event. Application forms are available from Conference Services, 3015 Merida Street, TCU Box 298310, (817) 257-7641 or online at www.tcuconferenceservices.com/forms.asp.

Conference Services will assist the project sponsor in working out details with the TCU representatives responsible for different facilities and services.

The use of Robert Carr Chapel for weddings is governed by a separate policy. Information regarding use of the chapel for weddings is available from the Office of Religious & Spiritual Life.

Contracts. A contract is a legal agreement between two or more parties that may or may not be memorialized in writing. A vendor's document may not contain the label "contract" but would still meet the essential elements of a contract, such as an obligation to perform and exchange of payment. Examples of these documents include, but are not limited to, quote, proposal, letter agreement, memorandum of understanding, and, in some cases, an invoice.

A. GENERAL REQUIREMENTS – A written contract is required when a member of TCU's faculty or staff needs to secure services (including the purchase of goods that require installation, service and/or maintenance) on behalf of the University. Having a written contract sets expectations, rights and obligations for both TCU and the vendor, and protects TCU's interests. Important contract elements include price, quantity, payment terms and description of services, as well as the dates of service.

B. INSURANCE COVERAGE – TCU often required insurance protection and indemnification from a vendor to protect the University in the event of personal injury and/or property damage. TCU's Risk Management Department is responsible for determining the adequacy of vendor insurance coverage.

C. CONTRACT REVIEWS AND COMPLIANCE – There are multiple laws and regulations with which TCU must comply. TCU's Contract Administration Department will determine if additional departmental approvals are required as a part of the contract review process.

Non-financial Contracts. There are other types of contracts related to TCU business that may not include a financial obligation, but for which a TCU Authorized Signatory is required. These include, but are not limited to, educational affiliation, revenue-generating arrangements, use of trademarks, sharing confidential information and TCU consultation to third parties.

Authority to Contract. TCU is a non-profit corporation established under the laws of the State of Texas. As a corporation, contractual obligations and other official corporate actions may only be undertaken by TCU's Board of Trustees or those person's authorized by the Board of Trustees to act on behalf of the University. For those reasons, very few people at TCU have the authority, either by Board resolution or administrative delegation, to obligate the University, including executing contracts, on behalf of the University. The Board of Trustees has granted contractual signature to the Chancellor and Vice Chancellor for Finance and Administration, as well as a small number of other members of TCU management for specific functions. The Board of Trustees has also granted to the Vice Chancellor for Finance and Administration authority to delegate all or parts of his signature authority to support efficient University operations. A memorandum from the Vice Chancellor for Finance and Administration memorializes each signature authority delegation and information related to these delegations is maintained by the Associate Vice Chancellor and Controller.

Those employees who have been granted contract signature delegation authorities are informed of such and are required to follow certain administrative procedures which are overseen by TCU's Contract Administration and Internal Audit departments. An employee who signs a TCU contract without the appropriate signature authority, assumes personal responsibility for unauthorized signing of a contract on behalf of TCU.

TCU utilizes a contract management system ("Cobblestone") to facilitate the review and signature of contracts. All contracts should be input into Cobblestone, per established procedures, which are located on TCU's [Contract Administration website](#).

Crime Reporting. In an emergency, please call 817-257-7777 or ext. 7777 from a University phone, use one of the emergency phones on campus, or come to the TCU Police Department. Community members are encouraged to download the FrogShield mobile phone safety app from the Apple Store or Google Play to facilitate emergency calls to TCU Police and access other security features. More information is available on the TCU Police webpage <https://police.tcu.edu/frogshield/>.

The TCU Police Department is located at 3025 Lubbock Avenue and is open 24 hours a day, seven days a week throughout the year. The TCU Police Department encourages anyone who is the victim or witness to any crime to promptly report the incident to the police. The TCU Police Department website also has an anonymous report form, <https://police.tcu.edu/contact-us/report-a-crime/>, for confidential use by campus community members, if desired. Faculty, staff members also may contact the TCU Police Department non-emergency number at 817-257-8400 for crime prevention presentation information and other services.

Section 51.212 of the Texas Education Code defines the TCU Police Department as a law enforcement agency and a governmental body subject to the Texas Public Information Act (PIA). All government information, including reports, are presumed to be available to the public, although certain exceptions may apply to the disclosure of the information. TCU discloses information about crime on and near campus in its federal Clerk Act annual security report, including reports made to designated Campus Security Authorities (CSAs). Campus security authorities are identified as any member of the TCU Police Department, its officers and staff, and any University official who has significant responsibility for student and campus activities, including, but not limited to, the offices of Campus Life, its Deans and Directors; Housing & Residence Life office staff, Hall Directors and Residential Advisors; the Department of Athletics (coaches); the Chancellor, Vice Chancellors and respective offices, and any other University official who has the authority and duty to take action or respond to particular issues on behalf of the University. At TCU, all employees are considered mandatory reporters and, therefore, must report knowledge of any crime or policy violation to the appropriate individual(s).

An informed campus community proactively contributes to the safe and secure environment of TCU.

Data Classification Policy.

Introduction. The University provides access to its administrative and academic data in order to facilitate the business of the University. This access, however, must be accomplished in a manner that ensures the security, confidentiality, integrity and availability of the data. All users share in this responsibility. To help facilitate this purpose, this policy describes several classifications or categories of data and then goes on to describe how each may be used and protected.

Applicability. This policy applies to all University employees, students, alumni, contractors, affiliates, etc. who have access to TCU data.

Definitions.

- Legitimate Interest – a need for data which arises within the scope of University employment and/or in the performance of authorized duties
- TCU Data Steward – an individual, department or their respective managers with the primary responsibility for collecting and maintaining TCU data
- TCU Data – data, in electronic or paper form, which is used with regard to University business

Policy Statement.

General

- TCU Data is critical to the University. The University, therefore, expects all users with access to its data to manage, access and utilize this data in a manner that is consistent with the University's need for security and continuity.
- TCU Data Stewards may classify their data into one of four data classes. They may also expand on the requirements of this policy.
- All users are custodians of the data they have access to since they have the ability to redistribute or in some cases alter the data. Custodians are responsible for treating the data in the manner described in this policy.

Data Classifications

- Personal Data – Personal Data is data that is owned by an individual and is not TCU Data. Examples are:
 - photos of friends and family members
 - files related to non-TCU business
 - music purchased with personal funds
- Public Data – Public Data is TCU Data which, if exposed, would not harm the University or individuals. There is often a need to widely disseminate this data. No legal restrictions exist on the dissemination of the data. Examples are:
 - TCU press releases
 - class schedules
 - promotional or marketing information
 - public event information
- Private Data – Private TCU Data is TCU Data which, if exposed, would not significantly harm TCU or individuals but which is not intended for public

release. This data is protected for proprietary, ethical or privacy reasons. This data must be restricted to users with a legitimate interest in the data. Examples are:

- institutional research findings
- employment data
- large numbers of email addresses
- Confidential Data – Confidential DATA is TCU Data which, if exposed, could significantly harm an individual or the University. This data may also be protected due to legal, regulatory, contractual or University policy. Examples are:
 - sensitive personal information (SPI)
 - payroll data
 - FERPA, HIPAA, or GLB covered data
 - credit card information

Requirements – Data is subject to the controls defined for each classification. Data should not be made generally available until the data has been classified.

- Personal Data – Personal Data restrictions and protections are determined by the owner. TCU takes no responsibility for Personal Data. Users who store Personal Data on TCU-owned equipment do so at their own risk. Note: users will not necessarily have access to University property or any Personal Data stored on University property after leaving the University. *If Personal Data contains Sensitive Personal Information (SPI) as defined in the TCU Sensitive Personal Information Policy, it must be encrypted when stored on University resources.*
- Public Data – There is no restrictions on accessing or disseminating Public Data.
- Private Data – Private TCU Data must be protected to prevent loss, theft, unauthorized access, disclosure or destruction.
 - Some form of TCU-approved authentication and authorization is required in order to access this data. Examples of authentication are TCU username and password or source IP address. Examples of authorization are file permissions, PeopleSoft roles or firewall rules.
 - Authorization rules are determined by the TCU Data Stewards.
 - Duplicate or parallel copies of Private TCU Data must be approved by the TCU Data Steward and similar controls must be in place on all copies.
 - Paper copies of Private TCU Data must be kept in a closed container (e.g. desk, closet, file cabinet) when not in use in order to prevent public disclosure.
 - Electronic copies of Private TCU Data must be stored or transmitted in a manner that secures them from general public access.
 - Private TCU Data may not be stored on personally-owned computing devices unless an exception is made, e.g. email.
 - Private TCU Data must be deleted or destroyed when no longer necessary.

- If Private TCU Data is shared with external parties, then there must be TCU approved contract language detailing compliance with this policy.
- Confidential Data – Confidential TCU Data must be protected in the same manner as Private Data along with the following additional requirements:
 - When stored in electronic form, the data must be stored only on servers managed by Information Technology with appropriate data protection measures unless specifically approved.
 - When stored in paper format, the data must be kept in locked containers or rooms with controlled access.
 - When the data is transmitted, it must be in a secure and encrypted format.
 - Information Technology must be notified in a timely manner if Confidential Data is suspected of being lost or disclosed to unauthorized parties.
 - Confidential Data may not be stored on external or cloud-based sites or other destinations as described in the TCU Sensitive Personal Information Policy, TCU Credit Card Policy and other applicable policies.
 - When no longer necessary, Confidential Data must be securely destroyed according to TCU policies.
 - If Confidential Data is shared with external parties then there must be contract language detailing compliance with this policy.

Enforcement. Misuse of University information will be regarded with utmost seriousness. Alleged violations of this policy will be pursued in accordance with the appropriate disciplinary procedures for faculty, staff and students, and when indicated, sanctions up to and including dismissal or expulsion will be imposed. Legal action may be pursued if the violation involved external parties.

Related Policies and Resources.

- TCU Network and Computer Usage Policy
- TCU BYOD Policy
- TCU Credit Card Policy
- TCU Sensitive Personal Information Policy
- TCU Approved Electronic Data Storage Locations Matrix

Policy Governance.

Owner – TCU Information Technology – Information Security Services

Approved Chancellor's Cabinet – April 2015

Dining Service. Dining service is provided at TCU through a contract arrangement with the Sodexo Corporation. Faculty and staff are invited to eat in any of the University dining areas. In addition, the dining service provides a wide variety of catering services on the campus. Further information is available by contacting the Dining Service office (817-257-7283) located in the University Union.

Energy Conservation Policy. TCU is dedicated to a program of energy conservation. The University community is encouraged to use energy wisely - to use what they need, but need what they use.

Goals have been established to conserve energy and reduce consumption through optimum use of facilities and the elimination of wasteful practices. Building deputies/managers are encouraged to support energy conservation goals and to report malfunctioning systems to the Facilities Work Control Center, (817) 257-7956. During unoccupied hours, heating and air conditioning will be reduced in campus buildings controlled by the Energy Management Control System.

Questions about energy conservation and suggestions for improvement should be made directly to the Campus Energy Manager at 817-257-4928.

Facility Maintenance, Repair, or Modification;

Furniture, Finishes, Interior Plants. Facilities is responsible for accomplishing all facility maintenance, repair, space modification and new work. Refer to the publication *A User's Guide to Facilities Services* for more detail.

1. Requests for **maintenance and repair** are submitted by Building Deputies/Managers/Hall Directors using the AiM maintenance management system, or by phone to the Work Control Desk at ext. 7956.

2. Requests for **space modification or new work** require a Facilities Department cost estimate form (PPD 45). The requestor must obtain the dean/unit head's approval prior to submitting the request to Facilities for a cost estimate.

3. All **furniture purchases** must be coordinated through Facilities Planning, ext. 7953. Assistance will be provided to assure furniture meets University standards of quality, durability and maintainability.

4. All **carpet purchases, installation, replacement or repair** is accomplished by Facilities in accordance with carpet standards. Limited funds are budgeted by Facilities for requests costing \$5,000 or less. Requests costing more than \$5,000 are handled on a special request basis.

5. **Exterior and interior signage** that is installed or fixed to the building or grounds is provided by Facilities in accordance with University signage standards. Requests for new signs should be submitted via Building Deputies/Managers to the Work Control Desk. No other symbols or graphics should appear on signs identifying buildings or offices.

6. All **interior plants** that are provided and maintained by a contract maintenance agreement must be obtained through Facilities and will be funded by the requesting department.

7. Procedures for **key control, key assignments and replacement** of lost keys are outlined in TCU Policy Letter 2.002 dated 8 October 2002.

8. Prior to performing or authorizing any excavation, trenching or digging on TCU property to a depth exceeding four inches below grade, the initiating party is required to obtain an **excavation permit**. For assistance

with permit procedures, contact the Facilities Control Center, ext. 7954.

9. Contact Facility Services, ext. 5116, for assistance with office **relocation or disposal/storage of unused furniture and equipment**.

10. Procedures for the purchase and installation of **alarm systems, including security cameras, panic alarms and intrusion devices** are outlined in the TCU *Alarm Systems Control Policy Letter* dated 24 May 2005.

Fire Arms and Deadly Weapons Policy. TCU is committed to providing a safe environment for employees, students and campus visitors. All guns and dangerous weapons are prohibited on the TCU campus. TCU has complied with the statutory requirements of Section 411.2031 of the Texas Government Code and the TCU Board of Trustees elected to prohibit license holders from carrying concealed handguns on the campus of or any grounds or building on which an activity sponsored by TCU is being conducted, and any passenger transportation vehicle owned by TCU. Students, faculty and staff may bring unloaded hunting rifles, other weapons and ammunition directly to the TCU Police Department to be checked in and stored in a locked gun vault, or under Texas law a person who holds a valid concealed handgun license may store a concealed firearm in a locked, privately owned or leased motor vehicle parked on a street or driveway or in a TCU parking lot or parking garage.

Texas Christian University has complied with the statutory requirements of Section 411.2031 of the **Texas Government Code** and the Texas Christian University Board of Trustees voted to prohibit license holders from carrying concealed handguns on the campus of Texas Christian University, any grounds or building on which an activity sponsored by Texas Christian University is being conducted, and any passenger transportation vehicle owned by Texas Christian University.

Frog Prints. Faculty and staff personal copying, including color copies, faxes, and bindery services are available from Frog Prints Copy Center, which is located in the GrandMarc Building at 2865 West Bowie (across from Tucker Technology Bldg.). The Frog Prints manager is available to work with faculty members in planning support for special projects, special printing needs and other required student projects. For specific information and hours of operation, call (817) 257-5992.

KTCU-FM Radio. KTCU-FM 88.7, "The Choice," is a 10,000-watt radio station, serving the campus as well as Fort Worth and surrounding communities. It is licensed by the Board of Trustees at TCU and is operated by the Department of Film, Television and Digital Media. Music programming is a mix of Indie/Alternative rock, Electronic, Pop, and Local artists. In the evenings and weekends, KTCU features music specialty programs, as well as community service talk shows, classical music and sports podcasts.

KTCU-FM serves as the choice for TCU football, basketball and baseball by airing games on 88.7. A primary role of the station is to provide a learning laboratory not for just the communication students, but all students interested in radio. The station broadcasts on 88.7 FM, and can be heard via the internet at ktcu.tcu.edu, on the RadioFX app, the TuneIn app, or stream us on the TCU Mobile app (iOS).

Lost and Found. The TCU Police Department is the official University Lost and Found department. Articles lost or found should be reported as soon as possible to assist the office in returning property to the rightful owner.

Mailing and Contact Lists for Alumni and Friends of the University, Procedures for Requesting, Using and Updating. University Advancement maintains a database of all alumni and friends of the University. This database is used extensively by a variety of offices on campus including the Chancellor and many departments outside of University Advancement. Information about TCU's alumni and friends changes rapidly, and thousands of updates (names, addresses, email addresses, phone numbers, employers, etc.), are made to TCU's alumni and friends' records each year. It is imperative that the most current information be used when a department needs to contact all or part of TCU's constituency. To insure this result, the following policies have been adopted:

- ADDIE (TCU's alumni/development database) is the University's official repository of information about alumni, parents, friends, corporations, and foundations. When updates are made to this system, the information is available to everyone on campus. There are to be no departmental mailing or contact lists maintained for University use other than Advancement's alumni/development database (ADDIE).
- Information on alumni, parents, and friends constantly changes making information pulled even a few days before out of date.
- Requests for new lists should be made of Advancement Operations through the ADDIE Report Request on my.tcu.edu 14 business days before the data is needed. The list will be pulled as close as possible to the date the information will be used. This will ensure the information is as up-to-date as possible. Any data list questions should be directed to extension 4338 or reports@tcu.edu.
- New or updated information (address, telephone, email address, etc.) received from alumni and friends should be sent to Advancement Operations, so it can be entered into ADDIE for campus use. New information should be emailed to advdisdataupdates@mail.tcu.edu or sent to Advancement Operations, TCU Box 298240.
- In the event that friends of the University are not in ADDIE but are included on a department's mailing

list, records for the individuals and/or organizations will be added to and maintained in ADDIE.

- Any mass communication, especially solicitations, must be planned and coordinated with University Advancement well in advance of the mailing date. This is to ensure we are interacting with our constituents in a professional, well-coordinated way to avoid alienating them with too many mailings at one time.

Questions regarding this policy should be directed to Travis Soyer, Associate Vice Chancellor for Advancement Operations (extension 7706).

Network and Computer Usage Policy.

Introduction. TCU provides technology to help facilitate the academic, research, and administrative needs of students, faculty and staff. Technology allows you to quickly and efficiently access and exchange information, both within the TCU community and around the globe. This valuable resource is provided as a privilege, and with that privilege comes the responsibility of all users to conduct themselves in a manner consistent with the mission, purposes and values of the University. It is the responsibility of every person who uses University Computing Resources to read and abide by this Network and Computer Usage Policy.

Applicability. This policy is applicable to the entire TCU community (students, faculty, staff and other authorized users) and to all University Computing Resources, whether owned, leased, contracted or managed by TCU. University Computing Resources include, but are not limited to:

- hardware (e.g. computers, mobile computing devices, servers, network devices)
- telecommunication equipment (e.g. phone systems, traditional phones, cell phones, smartphones)
- storage media (e.g. discs, flash drives, external drives)
- peripheral devices (e.g. printers, scanners, monitors)
- networks
- software
- electronic data

Appropriate Use. TCU expects all users of University Computing Resources to respect the rights and privacy of other users, respect the integrity of physical facilities and controls, and respect the ownership and usage rights for digital media. You may only use those University Computing Resources that you are authorized to use, and must use them in the manner and to the extent you are authorized. Use of University Computing Resources must not violate any applicable laws, rules or policies. Use of University Computing Resources must adhere to the University's Code of Conduct policy, available on the Human Resources website at: <http://www.hr.tcu.edu>.

University Computing Resources are intended to be used for University-related activities and, depending upon the circumstances, reasonable personal use. What constitutes "reasonable personal use" may depend on your

relationship with TCU. For example, a resident student's personal internet and email use is generally acceptable, but similar activities by an employee during working hours must not interfere with the employee's job performance.

Improper use of University Computing Resources can subject you to discipline by TCU. The following list, while not exhaustive, contains examples of what TCU deems to be improper use.

- Using University Computing Resources for personal commercial or financial gain.
- Consuming a significant amount of bandwidth or network resources.
- Any activity that compromises network security.
- Knowingly installing or distributing a program, such as a computer virus, intended to damage or strain a computer or network.
- Allowing unauthorized users to access any TCU network.
- Using another person's account.
- Using or disclosing another person's password.
- Connecting personal computers or devices to the University's Network without prior authorization.
- Using unauthorized network devices, such as routers, firewalls, and wireless access points.
- Manually assigning an IP address to a network device or otherwise using an IP address that is not assigned to you.
- Attempting to access any data or information by breaching or circumventing security measures.
- Attempts to monitor, analyze, or tamper with network data packets.
- Personal use of TCU Computing Resources during working hours by an employee of the University which interferes with the employee's job performance.

In addition to violations of TCU rules, certain computer misconduct is prohibited under federal and state laws. Such misconduct can subject you to a civil lawsuit and/or criminal prosecution. Examples of such misconduct include:

- Using University Computing Resources to conduct illegal activity, to promote or advocate illegal activity, or to discuss illegal activities with the intent to commit them.
- Using University Computing Resources to harass, defame, abuse, or threaten others.
- Falsely obtaining electronic services or data without payment of required charges.
- Knowingly accessing a computer or network without the effective consent of the owner.
- Accessing, copying, transporting (to another person or location), modifying, or destroying programs, records, or data belonging to TCU or another user without authorization, whether such data is in transit or storage.
- Physical theft, relocation, modification, or damage to any TCU computer or network equipment, facilities,

or property. This includes all computer labs, network hubs, wiring, ports and links.

Copyright and Intellectual Property. Unauthorized duplication of copyrighted works, such as books, movies, photographs, video games, music and software, is a violation of federal copyright law. TCU supports strict compliance with federal laws regarding copyright infringement. Anyone who engages in illegal copying shall be subject to disciplinary action under TCU's policies and may be sued in federal court by the copyright owner.

Email/Electronic Communications/Social Networks. Electronic communications (email, text messages, social networks, blogs, etc.) enjoy tremendous popularity in our society. Much of the communication between TCU staff, administration and students will be electronic. The informality and immediacy of electronic communications can, however, lead to content abuse. TCU neither sanctions nor censors individual expression of opinion in electronic communications, but TCU expects a certain level of etiquette and civility in these communications. Electronic communications must not:

- contain profanity, obscenity or inappropriate jokes;
- harass, defame or intimidate others;
- misrepresent the identity of the sender; or
- be broadcast indiscriminately to a large number of recipients.

Use common sense when communicating electronically. A good rule of thumb is to assume that any message you send will be forwarded to someone you do not know. Never send confidential information electronically unless you use appropriate electronic security measures, such as encryption.

Users who make use of social networks, forums and other public sites do so voluntarily, with the understanding that they may encounter material they deem offensive. Use of University Computing Resources to post or display offensive materials on social networks and forums may subject you to discipline by TCU. Users who subscribe, post messages, or simply browse through such sites must abide by the rules governing each in addition to TCU's policies.

Privacy/Access/Disclosure of Information. In general, information stored on a computer or sent electronically over a network is considered private and confidential, unless the owner or sender makes that information available to others. All users must respect this right of privacy. Examination of private information without authorization from the owner is a violation of this policy. Merely attempting to circumvent security measures protecting the information will be treated as a violation and may subject you to discipline.

On shared and networked computer systems, certain information about users and their activities is visible to others. Users are cautioned that certain accounting and directory information (for example, user names and electronic mail addresses), certain records of file names and executed commands, and information stored in public areas, are not private. Nonetheless, such unsecured

information about other users must not be manipulated in ways that they might reasonably find intrusive; for example, eavesdropping by computer and systematic monitoring of the behavior of others are likely to be considered invasions of privacy that would be cause for disciplinary action.

TCU will exercise reasonable security measures to protect your private files and data. Nonetheless, users should understand that no security mechanisms are perfect, and the potential for unauthorized access to private information does exist. Exercise caution when creating digital files or messages containing personal or sensitive information. Shut down or lock your computer before leaving it unattended. Do not share your network password or leave it displayed on or near your computer. Many instances of unauthorized access are attributable to the careless actions of the owner.

Even though TCU deems your electronically stored information to be private, users must understand that in certain situations, such information may be accessed, reviewed and/or disclosed by TCU.

- If you request technical assistance, the technical staff may need to view specific data in order to investigate, diagnose, or correct a problem.
- TCU logs network activity on a routine basis, and these logs are reviewed periodically by system administrators. The logs include a record of user processes.
- System administrators may access and review users' files and communications when it is necessary to maintain or prevent damage to systems.
- TCU may access the computer and electronic data of an employee who is absent or unavailable if such access is necessary to carry out the employee's job responsibilities during the absence.
- Electronic data left behind by a former student or employee, excluding retirees, becomes the property of the University and may be accessed, archived and/or deleted, at the sole discretion of the Chief Technology Officer.
- Electronic data will be accessed and disclosed in connection with authorized TCU investigations of policy violations.
- TCU will comply with any lawful administrative or judicial order, warrant or subpoena requiring the production of electronic files or data.
- TCU may preserve and/or disclose your communications and/or documents in connection with civil lawsuits. These disclosures may occur even if you are not a party to the lawsuit. All such disclosures will be coordinated through TCU legal counsel.

In some situations, the law requires that TCU give you advance notice that your data or files may be disclosed to a third party. Even if legal notice is not required, TCU will try to inform you of a data disclosure unless the circumstances warrant otherwise.

To access, review and/or disclose electronic data and information, TCU may access discs, tapes, drives and other

storage media, and electronic communications, whether in transit or storage. Keep in mind that even if you delete files or electronic communications stored on TCU's servers, copies of the data may still persist on backup media and may therefore be subject to access and disclosure in the situations described above.

Enforcement. Suspected violations of this policy will normally be handled through TCU disciplinary procedures applicable to the relevant user. TCU may suspend a user's access to University Computing Resources, prior to the initiation or completion of such disciplinary procedures, when it reasonably appears necessary to preserve the integrity, security, or functionality of University Computing Resources or to protect TCU from liability. TCU may also refer suspected violations of applicable laws to appropriate law enforcement agencies.

The University's Chief Technology Officer shall be the primary contact for the interpretation, enforcement and monitoring of this policy and the resolution of problems concerning it. Any legal issues concerning the policy shall be referred to the appropriate officials for advice. Employees may appeal the resolution of problems in regarding this policy via the University's Conflict Resolution Policy.

Web Pages/Domain Names/Email Addresses/Account Names. TCU maintains certain domain names and web pages considered to be "official" pages of the University. These official web pages are to be used for TCU business and may only be modified by authorized individuals. Using or displaying TCU logos on other web pages without the express written permission of TCU is prohibited. Additionally, users must not maintain any website, web page or internet domain name purporting or suggesting to be "official" pages of the University. If confusion is possible, an appropriate disclaimer should be displayed.

TCU owns all account names as well as email addresses having the tcu.edu domain. TCU may revoke or modify your tcu.edu email addresses or account names at any time. Therefore, using TCU email for personal communications is done at your own risk. Upon your separation from the University, excluding retirement, your right to send and receive email through your tcu.edu address will cease.

Security/Network Issues.

- Since computer systems and networks are imperfect, users are strongly requested to report any bugs or security holes to TCU's technical staff. Likewise, users should not disseminate to others any information that could jeopardize, circumvent, or degrade system security or integrity.
- Users recognize that systems and networks are imperfect and waive any responsibility for lost work or time that may arise from their use. TCU will not compensate users for degradation or loss of personal data, software, or hardware as a result of their use of University-owned systems or networks, or as a result of assistance they may seek from TCU's technical staff.

- TCU must ensure that academic work takes precedence at all times over other computing activities in its facilities. In situations of high user demand that may strain available computer resources, TCU reserves the right to restrict (e.g. to specific times of day) or prohibit computer activities such as game playing.

Data Retention & Destruction. TCU systems are backed up on a routine basis to ensure the ability to recover from computer or network failures or disturbances. TCU cannot, however, guarantee the restoration of any lost or deleted information stored on its servers.

Further, once your relationship with TCU ends, your access to University Computing Resources terminates. Therefore, a user which leaves or separates from the University or its employment will not necessarily have access to University property or any personal files, email or other data stored on University property. In addition, all data (electronic or otherwise) belonging to TCU must be returned and any other copies must be destroyed.

If you utilize University Computing Resources to store your personal files, documents and communications, you do so at your risk. TCU recommends that you store your personal data on your own storage media. At a minimum, you should maintain a backup copy of your personal data.

At no time does the University accept liability for the maintenance, backup, security or loss of personal data.

Painting, Self-Help. Facilities is responsible for painting campus facilities. Proper preparation of surfaces is important and selection of standard high quality, durable, low VOC paint is essential. Standard colors reduce costs of maintenance. Self-help painting is discouraged. However, if desired, faculty and staff must have the approval of the Dean and/or appropriate Vice Chancellor. An approved PPD 45 must be submitted to Facilities with proposed colors. Facilities will return the PPD 45 to the requestor with the required paint specifications. The requestor must agree to do the work at no cost to the University, repair any damage that might result from the work and return it to the original color when he/she moves out of the space. This space will not be included in routine painting in the future unless it has been returned to the original color.

Parking and Traffic Regulations. Traffic rules are an official part of university regulations and are to be observed by all campus community members. Receipt of a traffic citation from the TCU Police Department indicates that a university traffic regulation has been violated and instructions on the citation, including those regarding payment of fines, must be followed.

Staff and faculty members are required to register their vehicle(s) driven and/or parked on campus with the TCU Police Department and to properly display the appropriate parking decal as indicated in the permit instructions. New parking permits/decal are issued at the beginning of each academic year or as required.

All faculty and staff are required to follow all TCU campus parking and traffic regulations. The TCU Campus Parking and Traffic Regulations brochure contains the current parking plan, campus speed limits, and other pertinent information regarding the operation of vehicles on TCU property. Copies are available from the TCU Police Department offices and can also be found online at www.police.tcu.edu. Students, faculty and staff are not eligible to park in zones reserved for visitors.

Personal Property on Campus. Personal property on campus is used at the owner's risk. Any damage or loss of personal property should be reported to the appropriate homeowner/tenant insurance carrier. Faculty and staff members are responsible for any deductible under the homeowner/tenant policy.

Post Office Services.

Mailing Deadlines - Monday — Friday.

First class departmental mail for metering: 3 p.m.

Mail with stamps already affixed: 4:30p.m.

Hours of Operation — Monday — Friday

Mailing Services 8 a.m. — 4:30 p.m.

Post Office 8 a.m. — 4:30 p.m.

U.S. Mail. Postage for all official University business is paid by each University department. Mailing Services located in the Brown-Lupton University Union (BLUU) Suite 1200 is equipped to meter all business mail. The deadline for daily mail processing (Monday through Friday) is 3 p.m.

TCU Mail Addresses. The manager of mailing services assigns box numbers. Mail is sorted by the TCU box number not department or individual names. It is the responsibility of each department to notify correspondents of their correct mailing address, which must include the appropriate TCU box number. When departments divide into new departments or when employees move from one department to another or leave the University, it is the responsibility of the originating department to forward mail to the new department or old employee by placing the new box number on the mail piece and returning it to the post office for processing.

Special Services. TCU Mailing Services provides the following special services: USPS Express Mail, Federal Express, and International Mail. Contact Mailing Services regarding these services and for assistance in selecting the best service available. To receive the University's Federal Express shipping discount, all departments must reference the TCU account number. Do not open individual accounts with Federal Express or other mailers without contacting the Mailing Services Coordinator.

Note: The shipment of hazardous materials MUST be coordinated with the TCU Safety Director.

Interoffice Mail. All interoffice mail is handled through the U.S. Post Office Contract Station in Suite 1200 of the BLUU. Envelopes must be clearly marked "Interoffice Letter" and MUST bear the return address of the originating department. Other names on reusable envelopes should be MARKED OUT to avoid any

confusion. To avoid delays in delivery, the complete name, department and box number must be provided in the address section of the envelope. Interoffice mail improperly addressed will be "returned to sender."

Mail is delivered to the TCU Post Office at 6 a.m. Mail pick-up is 4:30 p.m. TCU Post Office hours of operation are 8 a.m. to 4:30 p.m. Monday through Friday. Additional after hours pick up of student mail and packages is provided from 4:30 to 6 p.m. Monday-Friday and Saturday 9 a.m. to 2 p.m. Questions regarding policy and procedures for use of interoffice mail or incoming U.S. mail should be directed to the supervisor of the TCU Post Office in the BLUU, 817-257-7840.

Mailing Permits. The University has special permits for second class, third class (bulk and single piece), first class business reply mail and first class pre-sort. These may be used under specified conditions and in accordance with U.S. Postal regulations and University procedures. Bulk mail is sent to the U.S. Post Office every day at 1 p.m. After it leaves the campus, allow an average of two weeks for delivery. All address list files for permit mailings should be electronically transmitted to Mailing Services for certification and processing. Mailing Services must have a job ticket on file before we accept any materials or address files. All questions concerning use of permit mail should be directed to the coordinator of Mailing Services Office, 817-257-7899.

Special Notation. Materials printed for third class (bulk) mailing should never be deposited directly in any U.S. Postal facility. Postal regulations are not flexible. Surplus materials mailed in small numbers require additional postage and removal of all permit information.

Recycling. TCU is committed to protecting the environment and actively supports recycling. Designated gray recycling bins and tan recycling dumpsters are located throughout the campus. The custodial staff collects paper, plastic bottles and metal cans from designated bins in academic and administrative buildings and places the waste in the recycling dumpsters for collection by the waste contractor. Recyclable material from residence halls is collected by residential housekeeping and placed in the appropriate recycling dumpsters. The material collected is segregated and shipped to recyclers by the waste disposal company at their off campus facility. Food waste and other similar non-recyclable waste materials are transported off campus to a commercial landfill. Facilities maintains a commercial sized dumpster for collection of metals and other recyclable construction material. For specific information on recycling, contact Facilities, 817-257-7957.

Sales and Solicitations. Canvassing, selling and offering for sale is strictly prohibited on campus and in University buildings without special permission. Faculty or staff who are approached by vendors should notify Campus Police immediately.

Sexual Assault Reporting. All TCU employees, except Confidential Resources, are considered Mandatory

Reporters for purposes of their obligations to report, to the Title IX Coordinator, conduct that raises Title IX and/or VAWA issues. Mandatory Reporters who witness or receive information regarding the occurrence of an incident of sexual harassment, sexual assault, dating violence, or stalking alleged to have been committed by or against a person who is/was a student enrolled at or an employee of the institution at the time of the incident shall promptly report the incident to the Coordinator, including the identities of the parties, whether an alleged complainant has expressed a desire for confidentiality or anonymity in the reporting incident, the date, time and location, and any other details. Failure of a Mandatory Reporter to provide such information to the Coordinator in a timely manner will subject the employee to termination of employment and the employee could be charged with a crime. University officials who are serving in a professional role in which communication is privileged under Texas law are not bound by this expectation, except as the law requires. TCU police are informed of all allegations of sexual assault and are documented under Texas Code of Criminal Procedure Chapter 57 guidelines concerning the confidentiality of identifying information of sex offense victims. Allegations of sexual assault received by the TCU Police Department are reported, with primary investigative responsibility deferred, to the Fort Worth Police Department.

Soliciting Gifts for TCU. University Advancement has programs in place to develop relationships with a wide variety of stakeholders and to engender maximum support for the University. Many thousands of gifts, both large and small, are solicited each year from alumni, parents, friends, corporations, and charitable foundations. Fund-raising efforts must be coordinated by the University Advancement office to achieve the desired results and ensure that gifts are processed and acknowledged promptly and according to IRS regulations. Individual mailings from departments, groups, or faculty to raise funds for special annual projects MUST first be approved by the University Advancement office. Such approval avoids duplicating mailing lists, making two requests to one donor, sending too many direct mail pieces to alumni, and other potentially embarrassing situations.

The University Advancement office is charged with the responsibility of raising funds to support TCU's annual operations as well as gifts for endowment, scholarships, campus facilities and other projects. The final decisions about fund-raising initiatives are made by the Chancellor and Provost. Those decisions are based on the academic priorities of TCU and the potential for philanthropic support from the University's constituent groups. (University Advancement maintains a comprehensive record of donor interests and giving patterns, which enables staff to make an accurate assessment of which programs most closely match a donor's interests.)

Funds for programs and projects not approved in the budget or among the trustee-approved development objectives cannot be solicited without the approval of the

appropriate academic department chair, the appropriate dean, and the Provost/Vice Chancellor of Academic Affairs. The staff in the University Advancement office can instruct faculty in the proper procedure for seeking approval to have a program or a project listed on the University fund-raising agenda. The Advancement office is not permitted to raise funds until the sign-off process is completed.

Receiving Unsolicited Gifts. From time to time a member of the faculty or administrative staff may be approached by a prospective donor who desires to make a gift to the University or one of its schools or departments. Such unsolicited gifts may be in the form of cash for a particular project or need, or they may be property, equipment, supplies, or works of art.

Non-cash gifts pose special legal and technical challenges. For example, the donor must establish an accurate value at the time of the gift. Such gifts must be acknowledged in ways that satisfy both University and Internal Revenue Service policies. Also, some non-cash gifts call for adjustments in university insurance coverage.

To avoid potential embarrassment or legal complications, it is the policy that no faculty member or university representative may accept gifts, either cash or non-cash, without the involvement of the University Advancement office. Gifts to a school or department will be processed by the University Advancement office.

Students with Disabilities, Policy and Procedures

Texas Christian University complies with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973 regarding students with disabilities. A disability is defined as a physical or mental impairment that substantially limits one or more major life activities.

TCU does not discriminate on the basis of disability, including in the admission process or with access to, or treatment of, or participation in, its programs and activities. No otherwise qualified individual shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in the services, programs and activities of TCU solely on the basis of a disability. TCU shall make reasonable accommodations in policies, practices, and procedures, when the accommodations are necessary to afford the opportunity for equal access to educational programs, activities and services to qualified individuals with disabilities, unless the accommodations would fundamentally alter the nature of the programs, activities or services. The full policy can be found at http://www.acs.tcu.edu/disability_services.asp.

Procedures

Accommodations are not retroactive, therefore, a student seeking an academic accommodation should contact the Center for Academic Services-Student Disabilities Services Office (DS) as soon as possible in (or before) the academic term for which the student is seeking the accommodation. The DS office is located in the Center for Academic Services, Sadler Hall Room 1010, phone number 817-257-6567.

Each student's situation is evaluated on a case-by-case basis in accordance with applicable laws and regulations. The student must present relevant, verifiable, professional documentation about his or her disability and the associated limitations; complete an intake packet; and meet with designated staff in the DS office. The determination of accommodations is the result of an interactive process between staff in the DS office and the student. Students may obtain information on TCU's documentation guidelines in the DS office in Sadler Hall 1010 or online at http://www.acs.tcu.edu/disability_documentation.asp.

Information concerning a student's disability is treated in a confidential manner in accordance with University policies as well as applicable federal and state laws. Documentation presented shall be reviewed by the appropriate staff within the DS office, who may consult with other appropriate professional(s) to evaluate whether there is a disability, to consider accommodations, and assess whether granting accommodations may fundamentally alter a TCU program or cause an undue burden.

If the student qualifies for a classroom accommodation, a Letter of Accommodations (LOA) is prepared by the DS office. The student is responsible for promptly delivering the LOA, conferring with faculty members and returning signed verification forms of the receipt of the letters to the DS office. Accommodations take effect only after delivery of LOA and conference with faculty. Please allow faculty a minimum of one week to arrange for accommodations.

The DS office consults with the student and the University faculty and staff to promote delivery of appropriate accommodations, and serves as liaison between the student and faculty members as needed. The student must promptly notify the DS office if an accommodation granted by TCU is not being properly performed or is not effective. Classroom accommodations are limited to a single semester; therefore, Letters of Accommodations must be requested each semester.

A student who wishes to appeal a decision regarding appropriate accommodations may do so in writing to the Chief Compliance Officer and Title IX Coordinator, who shall promptly and equitably decide the appeal, at TCU Box 297090, Fort Worth, TX 76129. The Chief Compliance Officer's decision may be appealed within seven calendar days in writing to the Provost, whose decision may be appealed in writing to the Chancellor within seven calendar days. At any step during such an appeal, the person requesting the appeal may confidentially consult with appropriate professionals/advisers within or outside the University. A student who wishes to file a grievance, which is not an appeal regarding accommodations, over disability-related discrimination, harassment or retaliation, should proceed under TCU policy 1.005, whose subject is discrimination, harassment, sexual misconduct and retaliation.

The Director for the Center for Academic Services is designated by the University to coordinate its efforts to comply with and carry out the responsibilities under Section 504 of the Rehabilitation Act of 1973 (Section

504) as it relates to students. Questions regarding student ADA/504 concerns may be directed to:

Ms. Laurel Cunningham
Student Disabilities Services
TCU Box 297710
Sadler Hall 1010
Fort Worth, TX 76129
817/257-6567
laurel.cunningham@tcu.edu

TCU Graphics, Guidelines for. A cornerstone of TCU's image is its visual identity. These guidelines provide a systematic means of influencing the visual statements which routinely are projected and which collectively produce consistent and unmistakable impressions important to the effectiveness of our overall image.

Go to www.brand.tcu.edu to download TCU's Visual Identity Standards.

TCU International Travel Procedures. A global perspective is essential to Texas Christian University's academic mission, and the University has long supported international travel to study, conduct research, promote collaboration with peer institutions, represent the University, engage in service activities; and, for other academic, administrative and sanctioned employee (an individual hired by the University and generally receives remuneration in exchange for the performance of prescribed duties) and student activities. TCU employees are expected to adhere to all policy and procedures related to international travel. Policy and procedures related to international travel and programs may be accessed through the Center for International Studies website at <https://studyabroad.tcu.edu/faculty-staff-resources/>. In addition to this policy, TCU employees and students engaged in University-supported or University-sponsored programs and/or activities while travelling abroad are expected, as applicable, to adhere to TCU's Code of Student Conduct, Student Handbook, and the Faculty and Staff Handbook, as well as other policies of the University.

Approved by Provost Spring 2018

TCU Vehicles. Facilities is responsible for managing the TCU vehicle fleet, including purchase and sale of authorized vehicles. Refer to the publication ***TCU Fleet Management Guide*** for more detail.

Tickets for Athletics Events. As designated by the Human Resources office, all benefits-eligible faculty, staff and retirees may purchase a maximum of four (4) discounted season tickets to all home football, baseball, men's basketball, women's basketball, volleyball and soccer games for a reduced rate as determined by Athletics. The reduced rate will be 20% off the full ticket price. If a donation is also required in the area requested by the faculty/staff member, the full donation amount will be required for each ticket. For example, if the full ticket price is \$250 plus a \$100 required donation to the Frog

Club, the faculty/staff member will pay \$200 for the ticket plus the \$100 required donation. Additional tickets above the maximum of four (4) will be full price. Tickets in the club and/or suite areas will be full ticket price plus donation. There is no discount in the club or suite area.

Eligible faculty/staff also have the opportunity to purchase a maximum of four (4) General Admission Passes which are valid for admission to the women's sports of basketball, volleyball and soccer. Tickets may be obtained at the Parrish Family Athletics Ticket Office located near the front entrance into the Ed and Rae Schollmaier Arena.

Season tickets may be purchased through payroll deduction. The maximum number of tickets allowed for payroll deduction payment is four (4). Any required donation to the Frog Club for tickets and/or additional tickets above the maximum of four must be purchased at the time tickets are requested. Accepted payment methods will be cash, check or credit card.

All tickets for away games and postseason events are full price and subject to availability. Faculty/staff may not use their TCU ID card to receive free admission to athletic events even while enrolled in courses.

For information contact the TCU Athletics Ticket Office at 817-257-FROG (3764) or email tickets@tcu.edu.

Unmanned Aircraft Systems Policy (Drones)

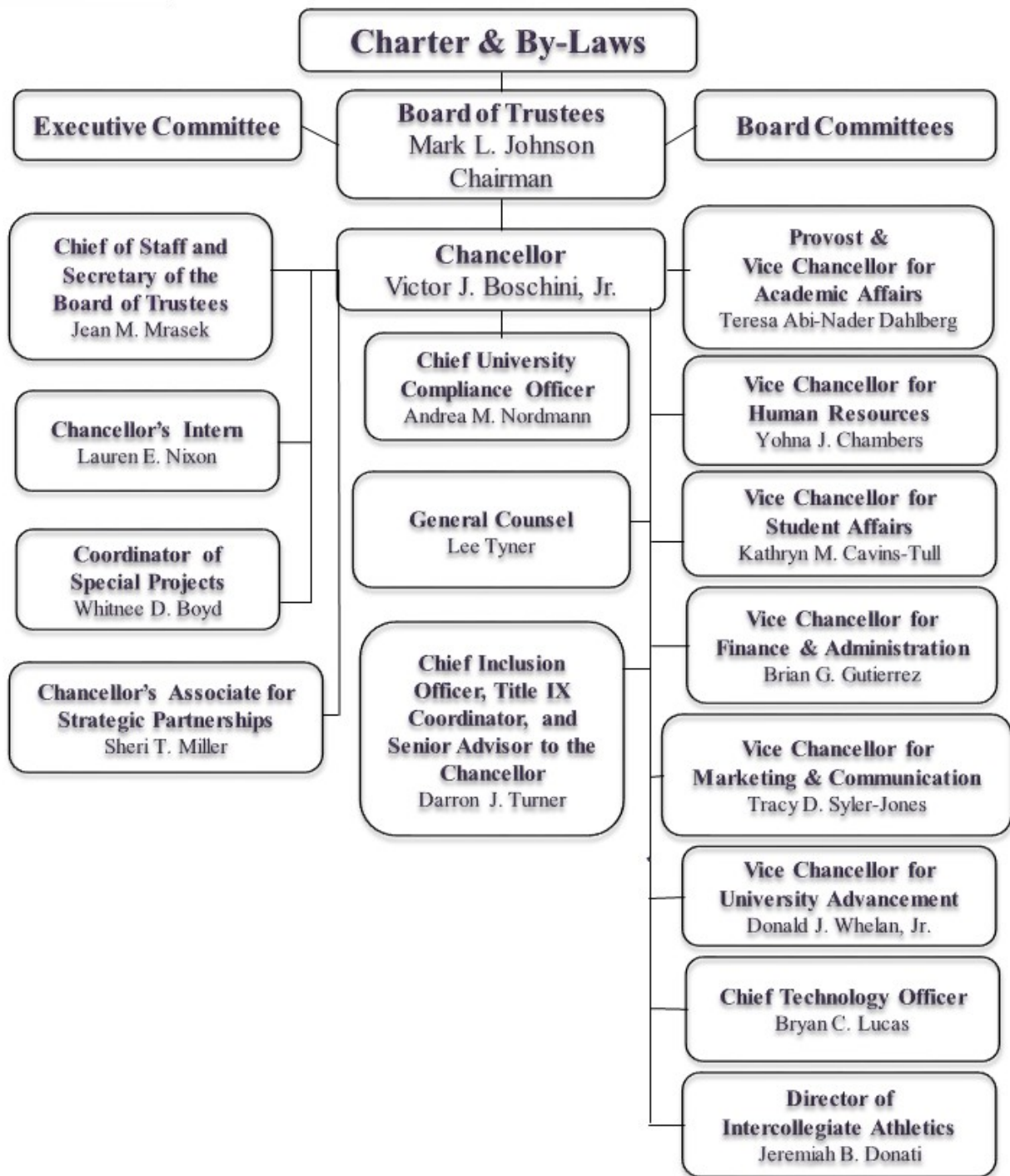
TCU values the safety, security and privacy of our community. The personal use of any unmanned aircraft systems (i.e, drones) is prohibited on campus, unless approved by the Vice Chancellor for Student Affairs (or his/her designee); commercial use by the Vice Chancellor for Marketing & Communication (or his/her designee); or the Provost (or his/her designee) specifically for research and educational purposes. Approval must be obtained two (2) weeks prior to the event in order to implement security measures. Any individual found in violation may be fined up to \$500, as defined by Texas law, in addition to other sanctions deemed appropriate by proper authorities. Any operator of a UAS must also follow all applicable state and federal laws pertaining to such operation. Detailed information regarding federal regulations on the use of UAS is available on the Federal Aviation Administration website at <http://www.faa.gov/uas/>. Further, any operator of an unauthorized UAS will be held responsible for any injuries or damage caused by the UAS. Procedures and guidelines for personal student use of drones may be found in the Student Code of Conduct at http://www.studenthandbook.tcu.edu/student_handbook.pdf; procedures and guidelines for commercial use may be found on www.mkc.tcu.edu. Go to the Resources tab then choose Location.

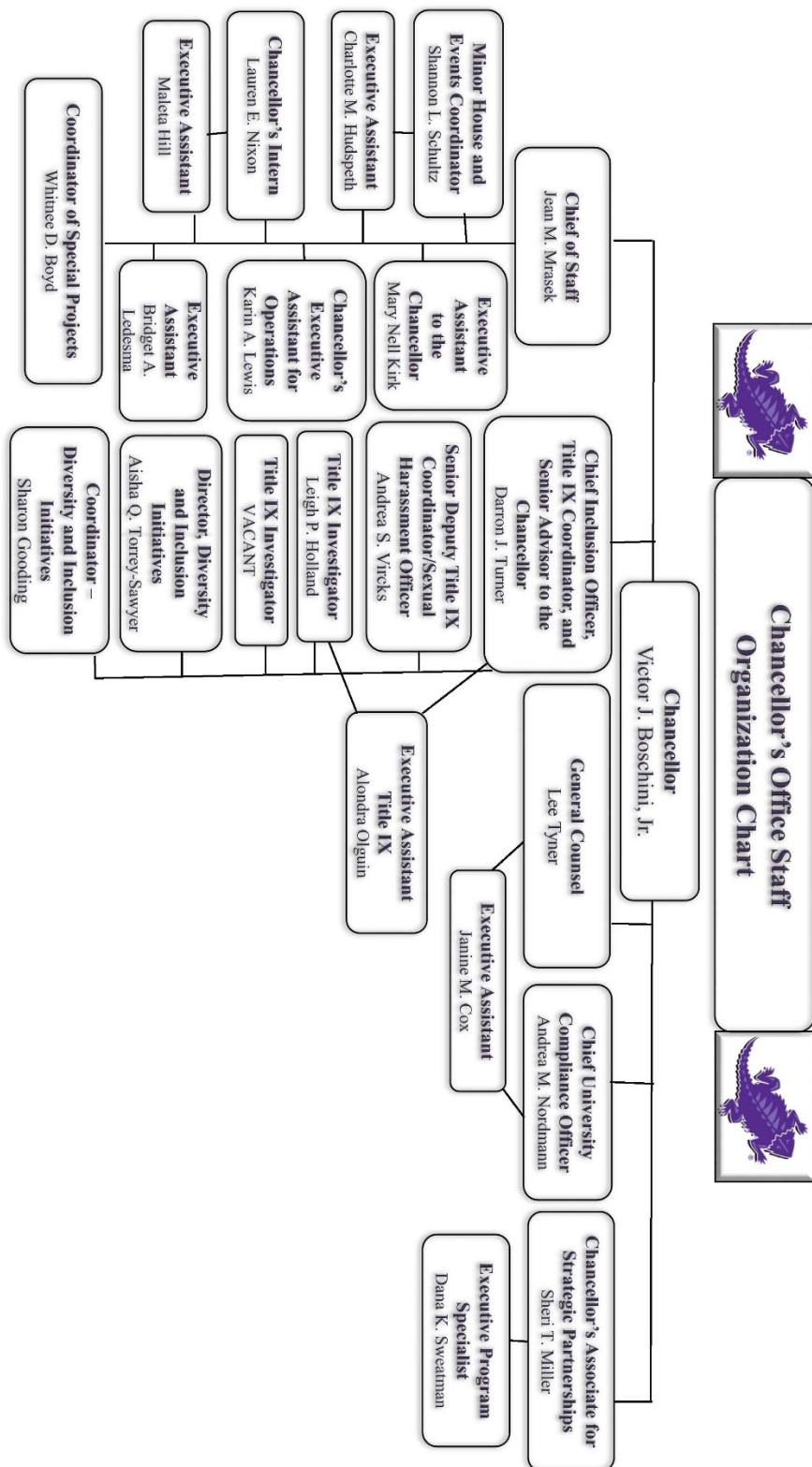
Approved August 13, 2015

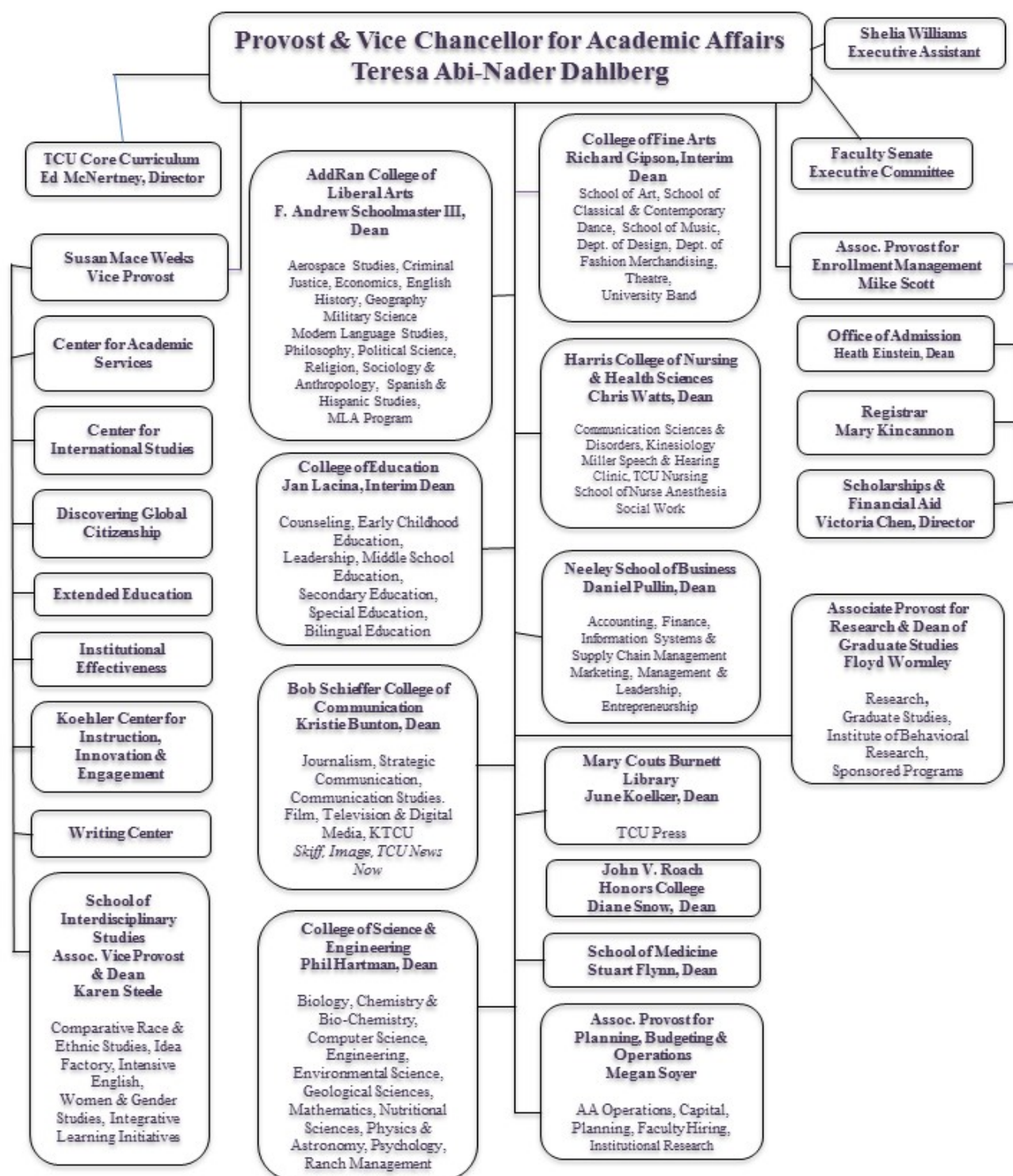
APPENDIX



Chancellor's Organization Chart







Academic Affairs Special Centers, Programs & Institutes

AddRan College of Liberal Arts

Asian Studies

British & Post-Colonial Studies

Center for Digital Expression

Center for Texas Studies

Center for Urban Studies

Classical Studies

Digital Culture and Data Analytics

General Studies

Human-Animal Relationships

Jewish Studies

Middle East Studies

Pre-major Advising

Pre-professional Advising

Bob Schieffer College of Communication

Texas Center for Community Journalism

College of Education

Alice Neeley Special Education Research &
Service Institute

Andrews Institute of Mathematics &
Science Education

Center for Public Education

College Advising Corps

TRiO Programs – McNair Achievement Program &
Student Support Services

Laboratory Schools - Starpoint School &
KinderFrogs School

College of Fine Arts

CelloFest

Chamber Music Roundup & Chamber

DoubleBass Festival

Festival of American Song

FluteFest

HornFest

Jazz Festival

Latin American Music Center & Festival

Chamber Music Roundup Academy

Preparatory Music Program

PianoTexas International Academy &
Festival

Summer Music Institute

The Art Galleries @ TCU

TCU Center for Lighting Education

The Center for Merchandising Education & Research

Trombone Summit

College of Science & Engineering

Institute for Environmental Studies

Institute of Ranch Management

Karyn Purvis Institute of Child Development

Monnig Meteorite Gallery

Pre-Health Professions Institute

TCU Energy Institute

TCU Ranch Management Program

Harris College of Nursing & Health Sciences

Center for Oncology Education & Research

Health Innovation Institute at TCU

- Center for Translational Research

- Center for Collaborative Practice

LiiNK Center

Neeley School of Business

Alcon Career Center

Center for Real Estate

Center for Responsible Global Business and Policy

Center for Supply Chain Innovation

Institute for Entrepreneurship and Innovation

Luther King Capital Management Center for
Financial Studies

Professional Development Center

Sales and Customer Insights Center

TCU Neeley Executive Education in Tandy Center
for Executive Leadership

Research:

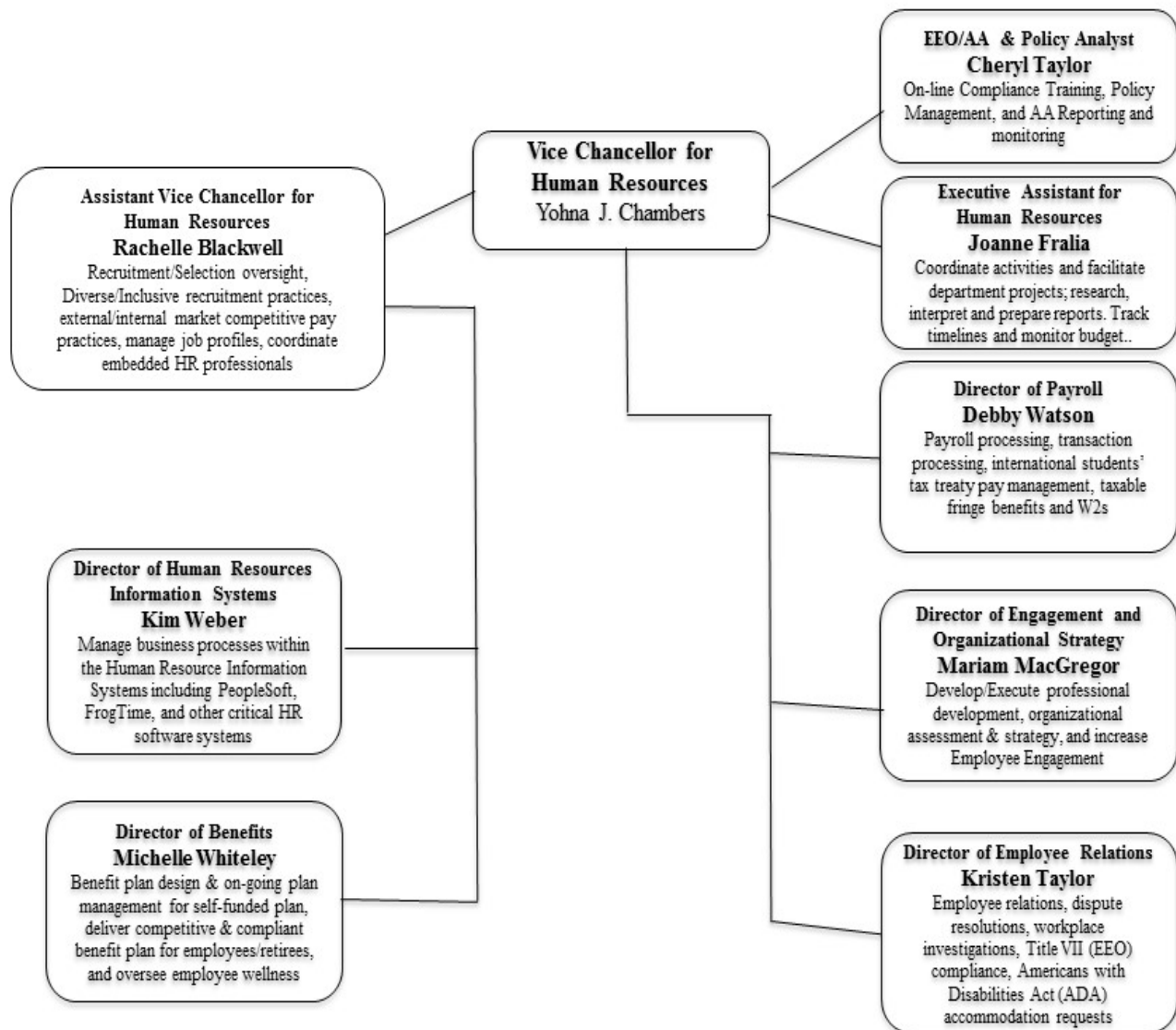
Institute of Behavioral Research

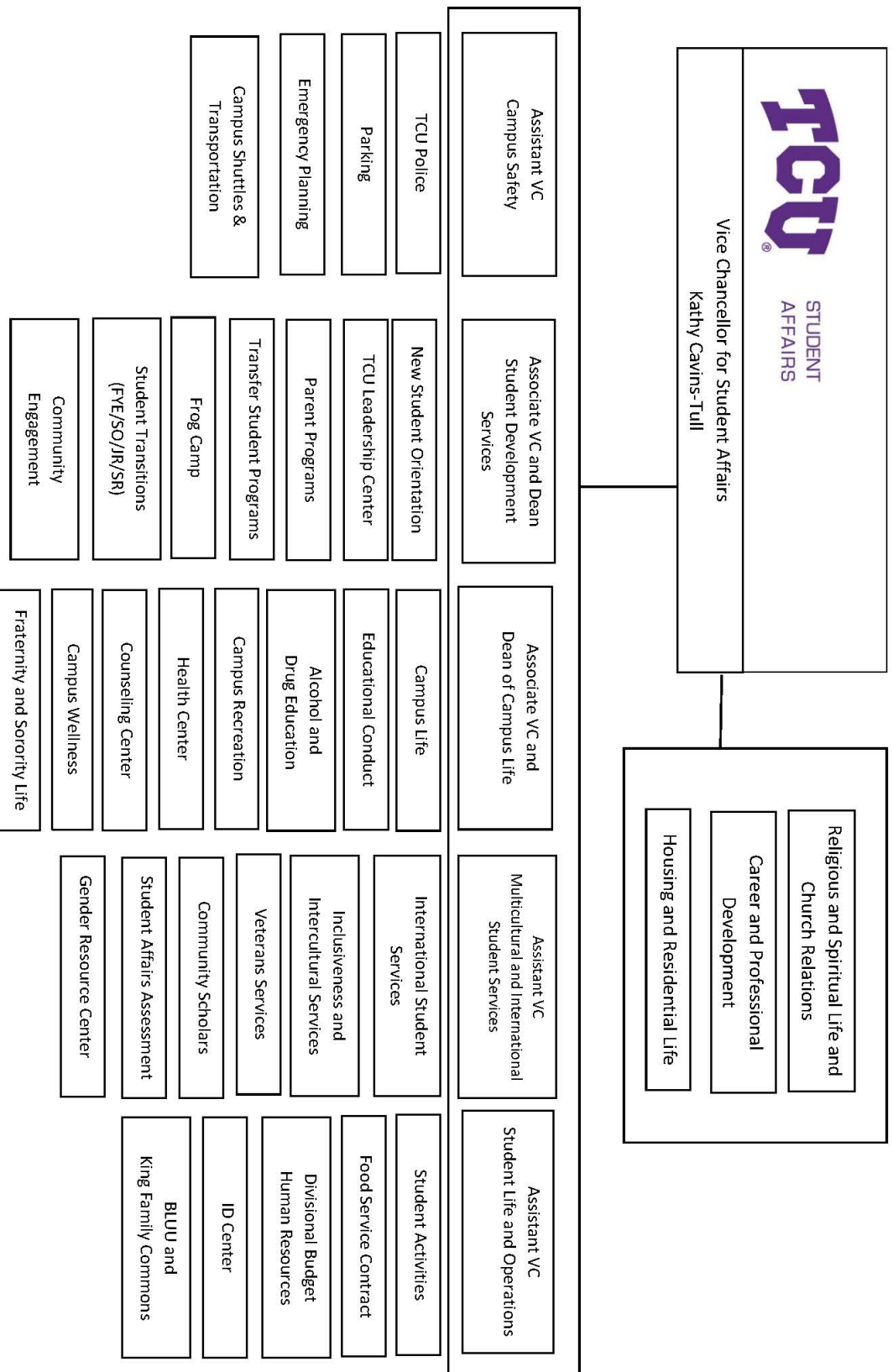
Sponsored Programs

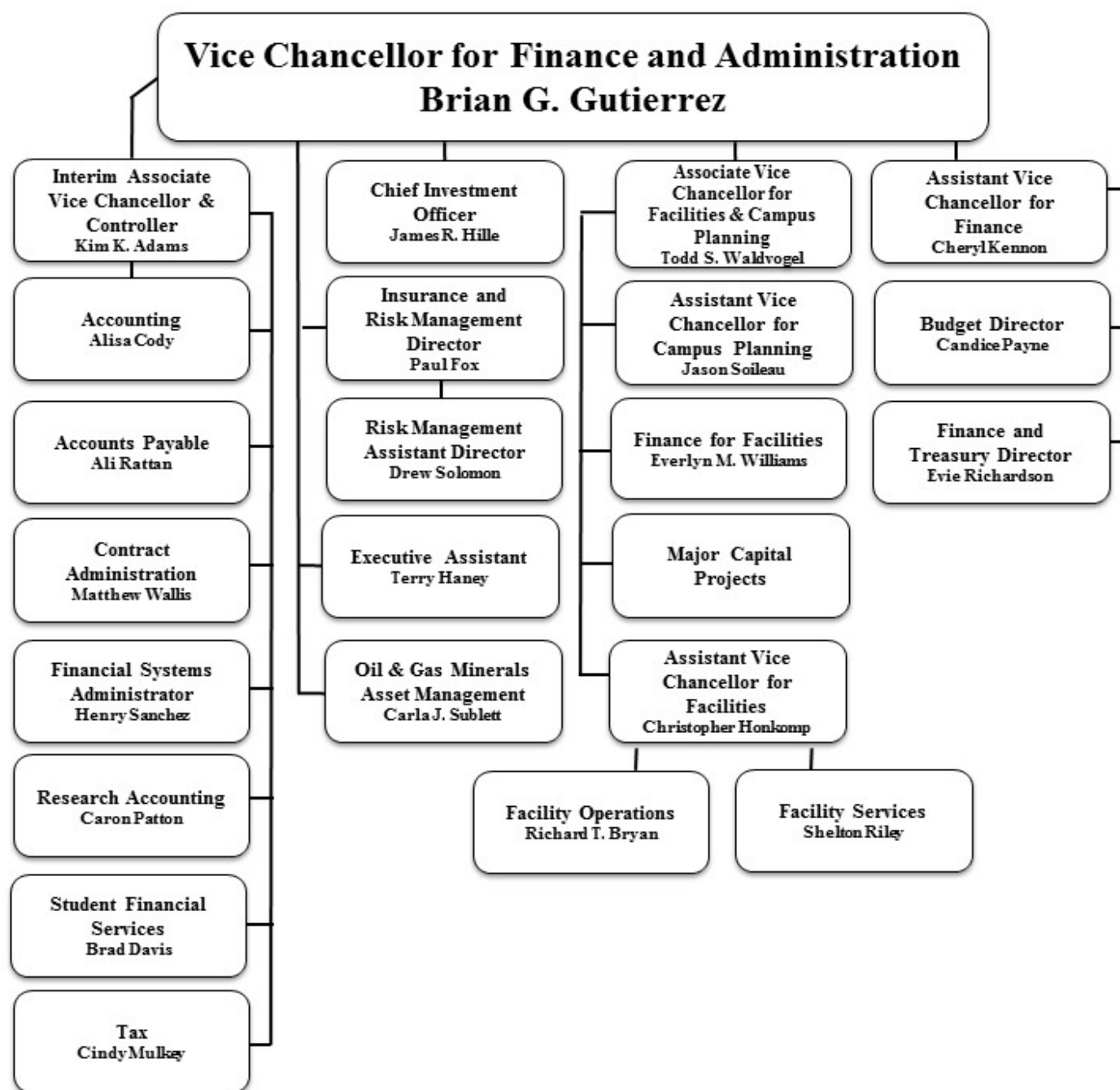
School of Interdisciplinary Studies

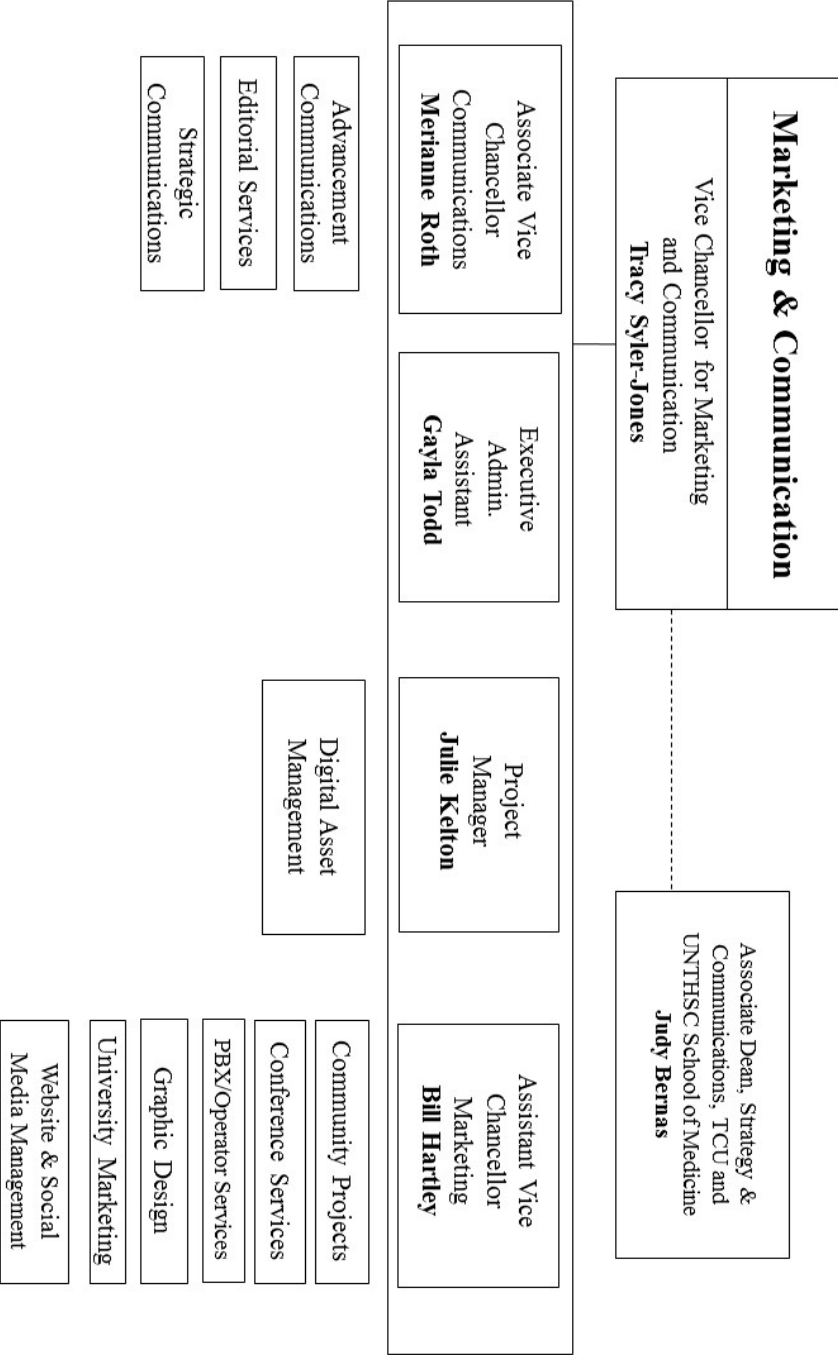
IdeaFactory

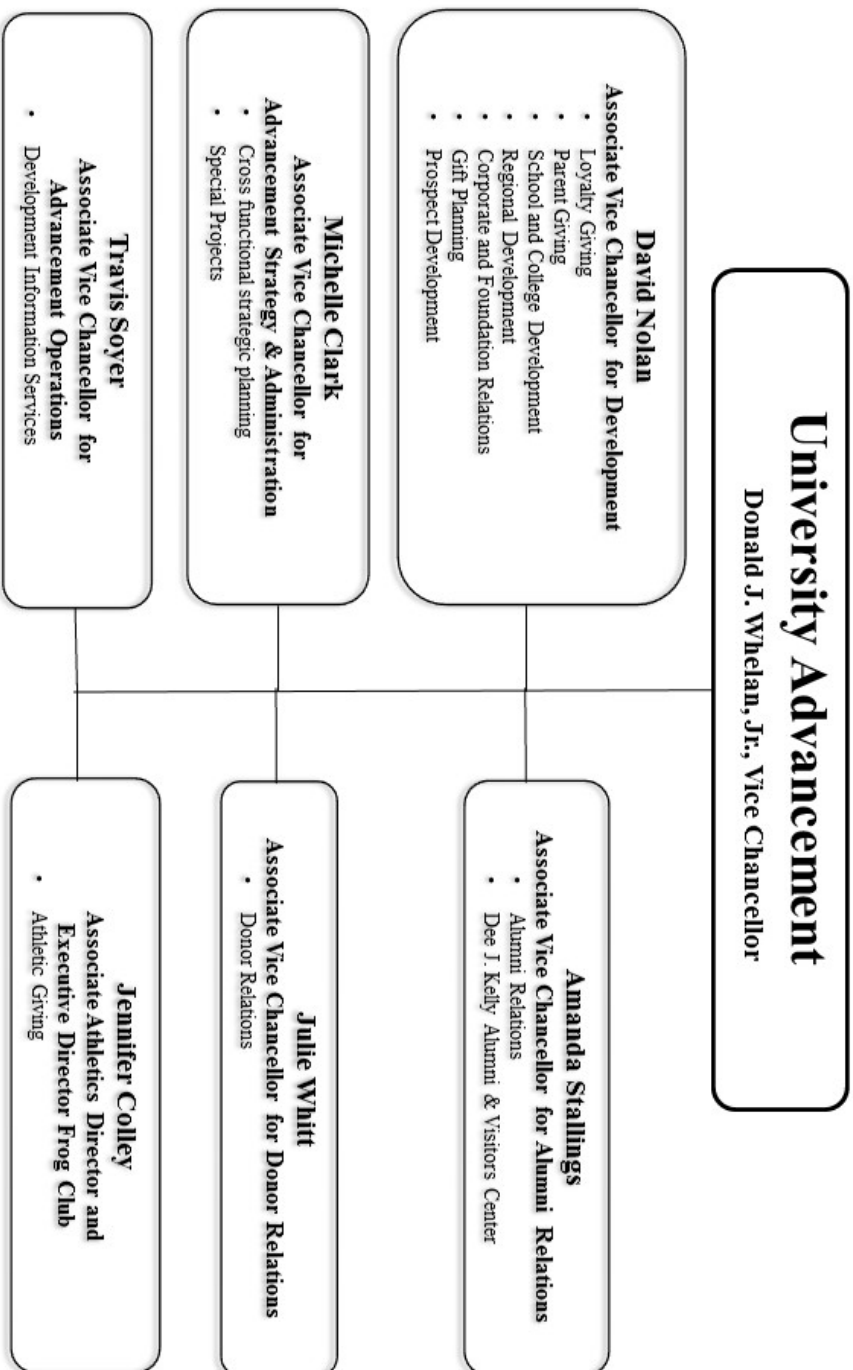
Intensive English Program











Jeremiah Donati
Director of Intercollegiate Athletics

Mike Sinquefield
Deputy AD, Internal

Jamie Dixon, Head Coach, Men's Basketball

Gary Patterson, Head Coach, Football

Human Resources

Mike Maples, Video Coordinator

Monica Ray-Goth
Executive Assistant
to the Director of
Intercollegiate
Athletics

T. Ross Bailey
Sr. Associate AD for
Facilities
and Operations

Jim Schlossnagle, Head Coach,
Baseball

Halley Schoofield, Director
of Equestrian

Karen Monen, Head Coach
Rifle

Sassan Sahba, Assistant
Athletics Director, Event
Management

Gretchen Bouton
Sr. Associate AD for
Compliance & Student
Services

Jill Page-Kramer, Head Coach,
Volleyball

Walter Gutierrez, Head Coach,
Beach Volleyball

Shawn Worthen
Assoc. Athletics Dir., Academics

Ike Ukaegbu
Sr. Assoc. Athletics Dir., Compliance

David Gable
Assoc. Athletics Dir., Sports Medicine

Brian Cousens
Assistant Athletics Dir., Equipment

Jessica Hazard
Associate Athletics Dir., Student-Athlete
Development

Don Sommer
Assistant Athletics Dir., Strength &
Conditioning

Brooke Helms
Assistant Athletics Dir., Sports Nutrition

Kenneth Janak
Sr. Associate AD,
AFO

John Daniel
Associate Athletics Dir.,
Business Office

Kim Johnson
Sr. Associate AD,
SWA

Title IX Coordinator

Raegan Pebley, Head Coach
Women's Basketball

Eric Bell, Head Coach
Women's Soccer

Craig Smith, Director
Tennis Center

David Roditi, Head Coach
Men's Tennis

Lee Walker, Head Coach
Women's Tennis

Darryl Anderson, Head Coach
Track & Field

Ike Ukaegbu
Sr. Associate AD for
Compliance

James Winchester, Head
Coach, Swimming & Diving

NCAA Compliance

Julie
Austin

Associate
AD
Marketing

Branding &
Licensing

Marketing

Spirit

Mark
Cohen

Associate AD for
Communications

Athletics
Communications

Jennifer
Colley

Associate
AD, Exec.
Director of
Frog Club

Frog Club

Director of
Major Gifts

Sean
Conner

Associate
AD for
Ticket
Operations

Ticket Office

Secondary
Sport
Overnight for
Jim
Schlossnagle,
Head Coach,
Baseball

Jay
Fields

General
Manager

Wormed Frog
Sports
Properties

Michael
Levy

Associate AD
for
Development

Bill Mentigol,
Head Coach
Men's Golf

Angie Larkin,
Head Coach
Women's Golf

Athletics
Development

Kyle
Seay

Associate
AD for
Digital
Brand
Strategy

Video Services

Social Media

Shawn
Worthen

Associate
AD for
Athletics
Academic
Services

Academics

John
Denton

Associate
AD for
Athletics
Alumni
Relations &
Director of
the
Letterman's
Association

UNIVERSITY COMMITTEES

2019-20

All University Committee meetings are open but at the discretion of the chairman may be closed to executive session.

Faculty membership on all committees is determined by nomination by the committee on University Committees of the Faculty Senate with the final approval coming from the Chancellor. Membership is normally restricted to full time faculty excluding lecturers. Exempt and nonexempt staff members are recommended by the Committee on Committees of the Staff Assembly with final approval coming from the Chancellor. Selections are made on the basis of the individual's interest, the needs of the committee and maintenance of the equitable distribution of faculty and staff members on the various committees. Final appointments or re-appointments are made by the Chancellor and every effort is made to name those whose backgrounds and/or experience best fit them to serve in a particular area. All University Committees must have a faculty chair or co-chair. The faculty chair or co-chair must meet the eligibility requirements to serve in the Faculty Senate. Student members are chosen by the student leaders with the approval of the dean of campus life.

Under a system recommended by the Faculty Senate, appointments to committees are no longer to be made on year-to-year basis but continue until the end of the spring semester of the year indicated in parenthesis. *Ex-Officio members* are expected to participate and vote on matters of the committees. *Liaison members* are expected to participate but are not allowed to vote on matters of the committee.

1. Academic Appeals. The Academic Appeals Committee serves as an appellate body for all academic matters. Particular committee responsibilities include appeals of assigned grades, program dismissals and sanctions applied due to findings of academic misconduct. Such appeals may be brought to the committee only after regular department and college channels of appeal have been exhausted. The committee's decision is binding unless any party appeals to the Provost/Vice Chancellor for Academic Affairs.

| | | | |
|-----------------------------------|---------------|---------------------------------------|--------|
| Greg Friedman, Chair; MATH | (2021) | Amanda Duvall; CAREER/PROF DEV | (2020) |
| Danyelle Ackall; MANA | (2021) | Joann Fletcher; NEELEY ACAD ADVISING | (2022) |
| Becky Bittle; ENGR | (2022) | Laura Shaw; STUDENT DEV SVC | (2022) |
| J. David Brock; MUSI | (2020) | Jeremy Steidl; CAMPUS LIFE | (2020) |
| Michael Bukhman; MUSI | (2022) | Cheryl Taylor; HUMAN RESOURCES | (2022) |
| Richard Denne; GEOL | (2021) | Kyle Atwood – undergrad student | |
| S. Brie Diamond; CRJU | (2020) | Angela Gallo – undergrad student | |
| Donna Ernst; NURS | (2022) | Charity Mason – undergrad student | |
| Philip (Phil) Esposito; KINE | (2020) | Nicholas Rinehart – undergrad student | |
| Jessica Fripp; ART | (2021) | Abby Vernacchia – undergrad student | |
| Laurel Lynch; COSC | (2022) | Josh Witkop – undergrad student | |
| Russell Mack; STCO | (2021) | Kaleigh Decker – graduate student | |
| Karen Martin; SPAN | (2020) | Matthew Dumican – graduate student | |
| Kelly McCormick; PHIL | (2021) | Meagan Gacke – graduate student | |
| Laura Meade; INSC | (2020) | Jongkeyong Kim – graduate student | |
| Carrie Moore; COMM | (2020) | | |
| Anna Petursdottir; PSYC | (2020) | | |
| Jay Ryu; IDEM | (2022) | | |
| Loren Spice; MATH | (2020) | | |
| Elizabeth (Becky) Taylor; EDUC | (2020) | | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

2. Budget Advisory Committee. Advises the Vice Chancellor for Finance and Administration on the annual operating budget as it is being developed. Makes recommendations for the allocation of resources based on its sense of institutional priorities, centrality to the institutional mission, and long-term planning goals of the University.

| | | | |
|--------------------------------------|---------------|---|---------------|
| Sean Atkinson, Co-Chair; MUSI | (2020) | Angie Taylor, Co-Chair; QUAL ENHANCE | (2020) |
| Yuan Lu; MUSI | (2022) | Carla Ayala; CHEM | (2020) |
| Karen Nelson; ACCT | (2021) | Cynthia Helton; CAMPUS REC | (2020) |
| Hylda Nugent; NRAN | (2021) | Nick Whitesell; CAMPUS LIFE | (2022) |
| Efton Park, At-Large; ACCT | (2020) | Evie Richardson, At-Large; FIN/TREAS | (2020) |
| | | Cheryl Kennon; <i>liaison</i> | |
| | | Candice Payne; <i>liaison</i> | |
| | | Paige Shiring – student | |

Administrative Oversight: Vice Chancellor for Finance and Administration Brian Gutierrez

3. Compliance and Affirmative Action. Consults with and advises the chief compliance officer, the affirmative action officer, the head of human resources and the Student Relations Committee of the Faculty Senate regarding efforts to comply with federal legislation related to equal opportunity in employment and program access.

| | | | |
|-------------------------------|---------------|-----------------------------------|--------|
| Julie Fry, Chair; CHEM | (2020) | Lizbeth Branch; INT STUDENT SVC | (2021) |
| Emily Herzig; MATH | (2020) | Melondy Doddy; COLLEGE ADVIS CORP | (2020) |
| Kathleen Kyzar; EDUC | (2021) | LeAnn Forsberg; SPONSORED RES | (2022) |
| Shauna Thompson; MUSI | (2021) | Yvonne Giovanis; CAMPUS REC | (2022) |
| Tee Tyler; SOWO | (2021) | Pam James; FIN SVC | (2020) |
| | | Aubrey Kettrick; CAMPUS REC | (2021) |
| | | Roxanne Muiruri; IBR | (2020) |
| | | Catherine Serrano; NURS | (2021) |
| | | Drew Solomon; RISK MGMT | (2021) |
| | | Andrea Nordmann; <i>liaison</i> | |
| | | Darron Turner; <i>liaison</i> | |
| | | Ontario Brown – student | |
| | | Lau'Rent Honeycutt - student | |
| | | Vivian Noyd – student | |

Administrative Oversight: Vice Chancellor for Human Resources Yohna Chambers

4. Diversity, Equity and Inclusiveness. Monitors all existing and future initiatives regarding diversity, equity and inclusiveness on campus. Actively participates in developing a vision for diversity, equity and inclusiveness that represents the entire campus community, and makes recommendations to the Chancellor based on this vision.

| | | | |
|-------------------------------------|---------------|---|---------------|
| Karen Steele, Co-Chair; INTR | (2020) | Aisha Torrey-Sawyer, Co-Chair; DIV/INCL | (2020) |
| Ariane Balizet; ENGL | (2020) | Todd Boling; REL & SPIRITUAL LIFE | (2022) |
| Germán Gutiérrez; MUSI | (2022) | Ashley Edwards; ACAD SVC | (2020) |
| Lynn Jackson; SOWO | (2022) | Yvonne Lin Giovanis; CAMPUS REC | (2022) |
| Jacqueline Lambiase; STCO | (2020) | Trung Nguyen; STUDENT DEV SVC | (2022) |
| Ted Legatski; ENTR | (2020) | VACANT; WOMEN & GENDER STUDIES | (2020) |
| Janie Robinson; NURS | (2020) | Darron Turner; TITLE IX, <i>ex officio</i> | |
| Jay Ryu; IDFM | (2020) | Whitnee Boyd; COORD SPECIAL PROJ, <i>liaison</i> | |
| Patricia Walters; ACCT | (2022) | Kathy Cavins-Tull; VC STUDENT AFFAIRS, <i>liaison</i> | |
| | | Yohna Chambers; VC HUMAN RESOURCES, <i>liaison</i> | |
| | | Tara Cunningham; MD SCHOOL, <i>liaison</i> | |
| | | Heath Einstein; ADMISSIONS, <i>liaison</i> | |
| | | Timeka Gordon; INCLU/INTER SVC, <i>liaison</i> | |
| | | Victoria Herrera; ADMISSIONS, <i>liaison</i> | |

Mark Kamimura-Jimenez; STUD AFF, *liaison*
 Lisa McBride; MD SCHOOL, *liaison*
 John Singleton; INTL STUDIES, *liaison*
 Shawn Worthen; ATH ACAD SRVC, *liaison*

Victoria Garcia – student
 Trevon Thomas – student
 Micah-Jade Stanback – graduate student

Administrative Oversight: Chancellor Victor J. Boschini, Jr.

5. Environmental Health and Safety. Consults with the Vice Chancellor for Finance and Administration regarding environmental health and safety issues that affect the University. Identifies and addresses potential risk exposures within the University and offers direction on how to address these exposures.

Lisa Vanderlinden; Chair; SOCI (2022)
 Yvonne Cao; GRDE (2021)
 Omar Harvey; GEOL (2020)
 Anne VanBeber; NTDT (2022)

Caroline Albritton; ALCOHOL, DRUG (2022)
 Stephen Chaffee; FAC SVC (2021)
 Kim Hitchcock; HEALTH CTR (2021)
 Victor Ignatiev; ATH EQUIP (2020)
 Susan Mayhew; BIOL (2021)
 Jonathan Brown; SAFETY, *ex officio*
 Paul Fox; RISK MGMT, *ex officio*
 Sean Taylor EMER MGMT, *ex officio*
 Sarah Goldberg – student
 Nicole Gorretta - student

Administrative Oversight: Vice Chancellor for Finance and Administration Brian Gutierrez

6. Evaluation. Studies and recommends changes in procedures for student evaluation of faculty. The committee annually reviews the forms, the mechanics of distribution, and the method of tabulating results.

David Grant, Chair; RELI (2021)
 Danyelle Ackall; MANA (2020)
 Margaret Diehl; NURS (2020)
 Amber Heck; MDED (2022)
 Joan McGettigan; FTDM (2020)
 Harry Parker; THEA (2020)
 Barbara Wood; FINA (2021)
 Xiangyang (Cheyenne) Xie; GEOL (2020)

Angie Taylor; QUAL ENHANCEMENT (2020)
 Jason Titus; RES LIFE (2022)
 Kyle Atwood – student
 Matthew Dena – student
 Sarah Goldberg – student

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

7. Instructional Development. Receives applications from the faculty for financial support for the improvement of teaching methods or for general enrichment of teaching.

Sue Anderson, Chair; EDUC (2020)
 Onofrio Annunziata; CHEM (2021)
 Kristi Argenbright; ENSC (2022)
 Jodi Campbell; HIST (2021)
 Janice Cobb; ACCT (2021)
 Michele Meitl; CRJU (2022)
 Nathanael O'Reilly; ENGL (2020)
 Qiao Zhang; MATH (2020)

Joshua Tooley; IT SUPPORT, *ex officio*
 Sandra Callaghan; CTR INTL STUDIES, *liaison*
 Floyd Wormley; RESEARCH/GRAD STUD; *liaison*
 Clayton Dana-Bashian –student
 Tim Schwartz – student
 Meagan Gacke – graduate student

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

8. Intercollegiate Athletics. This committee is a formal means of communication between the athletic department, the faculty, the student body and the administration. The Committee's primary focus is on academic matters and student-athlete well-being. The Committee maintains ongoing communication with the athletics director and with the liaison from the Academic Excellence Committee of the Faculty Senate. The Committee's primary focus is on academic matters and student-athlete well-being. The Committee will seek information from appropriate officials regarding current developments related to student-athletes' academic concerns and well-being including financial responsibility/budget allocation, facilities, resources and compliance with NCAA rules and regulations. The Committee will provide an oversight role, as well as an advocacy role, as a voice for student athletes if questions are raised by the Faculty Senate or Student Affairs. The Committee will make recommendations to the appropriate University unit regarding suggested changes in policies or programs.

| | | | |
|--|---------------|--|--------|
| Robert (Bob) Leone, Chair; MARK | (2020) | Stacy Dissinger; HARRIS ACAD RESOURCE | (2022) |
| Ronald Burns; CRJU | (2021) | Jay Iorizzo; CAMPUS REC | (2020) |
| Shugofa Dastgeer; JOUR | (2022) | Regina Middleton; NEELEY ACAD ADV | (2021) |
| Rebecca Dority; NTDT | (2021) | Kent Mire; BLUU | (2021) |
| Paul Schrodtt; COMM | (2021) | Evie Richardson; FIN/TREASURY | (2022) |
| Gene Smith; HIST | (2022) | Lynn Jackson; <i>Ad Hoc</i> | |
| Ben Timson; KINE | (2022) | Jeff Coffey; AEC, <i>ex officio</i> | |
| William Wempe; ACCT | (2022) | Jeremiah Donati; AD, <i>liaison</i> | |
| | | Rhonda Hatcher; NCAA FAC REP, <i>liaison</i> | |
| | | Kim Johnson; ASSOC AD, <i>liaison</i> | |
| | | Amanda Key – student | |
| | | Nicholas Rinehart – student | |
| | | Josiah Snowden – student | |

Administrative Oversight: Chancellor Victor J. Boschini, Jr.

9. Library. Studies library needs in light of academic programs and advises the University Librarian on matters of policy, development of resources and optimal ways of integrating library programs with other academic activities.

| | | | |
|---------------------------------------|---------------|---|--|
| Zackary B. Hawley, Chair; ECON | (2020) | Tracy Hull; LIBRARY, <i>ex officio</i> | |
| Layne Craig; ENGL | (2020) | K. June Koelker; LIBRARY, <i>ex officio</i> | |
| Dusty Crocker; GRDE | (2021) | Floyd Wormley; RESEARCH/GRAD STUD, <i>liaison</i> | |
| Jill Havens; ENGL | (2021) | Angela Gallo – student | |
| Scott Langston; RELI | (2022) | Abby Vernacchia – student | |
| Marla McGhee; EDLE | (2021) | John Donor – graduate student | |
| Robert Neilson; CHEM | (2021) | Roman Ruckhofer – graduate student | |
| Brandy Quinn; EDUC | (2020) | | |
| Bingyang Wei; COSC | (2022) | | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

10. Mediators. The mediators committee is an advisory committee to facilitate the work of all the qualified mediators in the University, both faculty and staff, as they carry out their functions as specified in the following policies: Conflict Resolution Policy for Staff – 10/1/2000, Conflict Resolution Policy for Faculty – 5/24/2005, and Faculty Appeal Policy – 4/1/2010. (These policies can be found in the *Handbook*.) The committee, composed of qualified mediators in the University, will consult with the director of Human Resources to review processes/procedures, discuss the future handling of conflict mediation on campus, and explore the possibility of appointing an ombudsperson for mediation.

| | | | |
|--|---------------|---|---------------|
| Melissa Schroeder, Co-Chair; COMM | (2020) | Kathy Ferguson, Co-Chair; CSE | (2021) |
| Paul King; COMM | (2022) | Melissa Garza; HARRIS ACAD RES | (2021) |
| Greg Stephens; MANA | (2022) | Janine Kraus; ADV-LOYALTY GIVING | (2021) |
| | | Kristen Taylor; HUMAN RES, <i>liaison</i> | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

11. Research and Creative Activities. Advises the Associate Vice Chancellor for Academic Affairs on funding of faculty research grants.

| | | |
|--|---------------|--|
| Emily Lund, Chair; COSD | (2020) | LeAnn Forsberg; SPONSORED PROG, <i>liaison</i> |
| James Petrovich, Past-Chair; SOWO | (2020) | Floyd Wormley; RESEARCH/GRAD STUDIES, <i>liaison</i> |
| Hana Dobrovolny; PHYS | (2020) | |
| Amber Esping; EDUC | (2022) | |
| John Harris; PHIL | (2020) | |
| John Horner; BIOL | (2020) | |
| Tricia Jenkins; FTDM | (2021) | |
| Alex Lemon; ENGL | (2021) | |
| Jean-Luc Montchamp; CHEM | (2021) | |
| Ken Richardson (MATH) | (2020) | |
| Michael Strausz; POSC | (2020) | |
| Patricia Warrington; IDME | (2020) | |
| William Wempe; ACCT | (2020) | |
| Jessica Zeller; DANC | (2020) | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

12. Scholarships and Financial Aid. Advises the Director of Scholarships and Student Financial Aid on matters relating to financial aid for students. Serves as an advisory body that reviews and evaluates student appeals concerning financial aid eligibility.

| | | |
|------------------------------------|---------------|--|
| Marcella Stark; Chair; EDUC | (2020) | Kim Johnson; ATH (2021) |
| Martin Blessinger; MUSI | (2022) | Laurel Cunningham; ACAD SRVCS, <i>ex officio</i> |
| Jean Brown; JOUR | (2021) | Terence Kennedy; ACAD SRVCS, <i>ex-officio</i> |
| Meredith Curtis; BIOL | (2021) | Victoria Chen; FINANCIAL AID, <i>liaison</i> |
| Adam Schiffer; POSC | (2020) | Glory Robinson; CAMPUS LIFE, <i>liaison</i> |
| Laurie Wood; ACCT | (2022) | Ontario Brown – student |
| | | Paige Shiring - student |
| | | Matt Williams – student |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

13. Student Conduct and Grievance. Hears disciplinary cases referred by the Student Affairs Office or appealed by students, and grievance cases brought to it by students when such cases do not fall within the jurisdiction of other quasi-judicial committees. Individuals are expected to resolve grievances informally, whenever possible, before appealing to this committee. Considers matters of policy on problems referred by Student Affairs staff and investigates problems called to its attention by faculty and others in areas of student conduct, other than academic.

| | | |
|----------------------------------|---------------|---|
| Lynn Flahive, Chair; COSD | (2021) | Richard Yantis; ENTERPRISE APP SVC (2020) |
| Misha Galaganov; MUSI | (2020) | Glory Robinson; CAMPUS LIFE, <i>liaison</i> |
| Efton Park; MATH | (2022) | Clayton Dana-Bashian – student |
| | | Matthew Dena – student |
| | | Kendall Krumme – student |
| | | Jack Leonhard – student |
| | | Vivian Noyd - student |

Administrative Oversight: Vice Chancellor for Student Affairs Kathy Cavins-Tull

14. Student Organizations. Works with members of the Student Affairs staff in matters concerning formation and operation of all student groups. The committee determines policy for these groups and hears cases of rules infractions.

| | | | |
|-----------------------------------|---------------|--|--------|
| Susan Kleiser, Chair; MARK | (2022) | Andrew Arvay; CAMPUS LIFE | (2022) |
| Neil Anderson-Himmelsbach; MUSI | (2020) | Stephanie Key; ATH COMPL | (2020) |
| Roina Baquera; KINE | (2020) | Lindsey Millns; INST RESEARCH | (2022) |
| Murell Horton; THEA | (2022) | Ashley TULLY; COMM | (2022) |
| | | Dede Williams Vann; STUDENT ORGANIZATIONS, <i>ex officio</i> | |
| | | Ontario Brown – student | |
| | | Hayes Macgregor - student | |
| | | Vivian Noyd – student | |
| | | Josh Witkop - student | |

Administrative Oversight: Vice Chancellor for Student Affairs Kathy Cavins-Tull

15. TCU Sustainability. Monitors the development and implementation of the University's sustainability policy and designs mechanisms through which the University's sustainability performances and practices can be made known to the University community.

| | | | |
|-----------------------------------|---------------|----------------------------|--------|
| Becky Johnson, Chair; ENSC | (2020) | Richard Adickes; RISK MGMT | (2022) |
| Ashley Coles; GEOG | (2020) | Brandon Frank; UNIV ADV | (2022) |
| Gina Hill; NTDT | (2022) | Thomas Guidry; INFO TECH | (2022) |
| Stathis Michaelides; ENG | (2020) | Chris Honkomp; FACILITIES | (2020) |
| Mike Slattery; ENSC | (2020) | Ga'Briel Adams – student | |
| Keith Whitworth; SOCI | (2020) | Kevin Crump – student | |
| | | Nicole Gorretta - student | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

16. Technology. Reviews policies and procedures related to the application of computer and telecommunications technologies to instruction, research, advising and administrative functions by students, faculty and staff. Additionally, the committee monitors trends in computing and telecommunications pertinent to the educational enterprise. Furthermore, they may be called upon to review and make recommendations concerning computer and telecommunications equipment acquisition as well as staffing and training needs.

| | | | |
|---|---------------|---|--------|
| Richard (Curby) Alexander, Chair; EDUC | (2020) | Kim Adams; FIN SVC | (2021) |
| Guangyan Chen; MOLA | (2022) | Alan Crume; INFO TECH | (2020) |
| Tristan Decker; THEA | (2022) | Randi Kellenberger; COMM | (2022) |
| Peter Frinchaboy; PHYS | (2022) | Kevin Knight; IBR | (2020) |
| Igor Prokhorenkov; MATH | (2022) | Romana J. Hughes; TEACHING EXCELL., <i>ex officio</i> | |
| Shauna Thompson; MUSI | (2021) | Kerry Bouchard; LIBRARY, <i>liaison</i> | |
| Leslie Zimpelman; NURS | (2022) | Travis Cook; TECH SRVCS, <i>liaison</i> | |
| | | Josh Harmon; ADMIN. SYSTEMS, <i>liaison</i> | |
| | | Bryan Lucas; INFO. TECH., <i>liaison</i> | |
| | | Elaine Tubre; WEBSITE MGMT., <i>liaison</i> | |
| | | Shelby Enman – student | |
| | | Victoria Garcia – student | |
| | | Bradley Schoeneweis – student | |

Administrative Oversight: Chancellor Victor J. Boschini, Jr.

17. Traffic Regulations and Appeals. Hears appeals concerning present traffic violations and makes recommendations to the administration regarding traffic policies and campus parking. The administration consults with the traffic committee in a timely manner regarding the implementation of changes in traffic policies.

| | | | |
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| Penny Maas, Co-Chair; THEA | (2022) | Tonie Broussard; INFO SYSTMS/SUPPLY | (2020) |
| Michael Skinner, Co-Chair; THEA | (2021) | Cheryl Cobb; ALUMNI | (2022) |
| Amy Couser; MATH | (2020) | James (Jim) Gribble; INFO TECH | (2020) |
| John Harris; PHIL | (2022) | Karin Lewis; CHANCELLOR | (2021) |
| Adam King; KINE | (2021) | Scott Murdock; MKT/COMM | (2021) |
| Elizabeth Slone; NURS | (2021) | Jeremy Steidl; CAMPUS LIFE | (2022) |
| Amy Stewart; MUSI | (2022) | Robert Rangel; POLICE, <i>ex officio</i> | |
| John Switzer; EDUC | (2022) | Ryan Chandler – student | |
| Mary Twis; SOWO | (2022) | Kevin Crump – student | |
| Lynita Yarbrough; COSD | (2020) | Gabby Douthitt – student | |
| | | Elizabeth Johnson – student | |
| | | Harris Podell - student | |

Administrative Oversight: Vice Chancellor for Student Affairs Kathy Cavins-Tull

18. Undergraduate Admissions and Retention. Annually reviews undergraduate admission, enrollment and retention statistics. Facilitates communication between the Office of Admission and other members of the University community, including the Faculty Senate.

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| Jill Havens, Chair; ENGL | (2020) | Matt Burckhalter; EDUC | (2020) |
| Jesús Castro-Balbi; MUSI | (2022) | Rachel Hopper; RES LIFE | (2022) |
| Stephanie Evans; NURS | (2022) | Heath Einstein; ADMISSION, <i>ex officio</i> | |
| Todd Kerstetter; HIST | (2021) | Michael H. Scott; ENROLLMENT MGMT, <i>ex officio</i> | |
| Sohyun Lee; SPAN | (2022) | Clayton Dana-Bashian - student | |
| Laura Luque; BIOL | (2021) | Matt Williams – student | |
| Kimberly Owczarski; FTDM | (2020) | Josh Witkop - student | |
| James Rodriguez; MUSI | (2021) | | |
| Laura Thielke; NURS | (2020) | | |

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg

19. University Compensation Advisory (Terms expire December 31). Considers issues and questions raised by the committee and advised the administration on policies and procedures relating to retirement, health insurance and other faculty/staff benefits.

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| Ted Legatski, Co-Chair; MANA | (2019) | Shawn Wagner, Co-Chair; TCU/UNTHSC | (2019) |
| Jesús Castro-Balbi, Past Co-Chair; MUSI | (2019) | Rodney Baker, Past Co-Chair; MECH SYSTEMS | (2019) |
| Greg Stephens, Fac Sen Chair; MANA | (2019) | Walter Betts, Staff Assembly Chair; LIBRARY | (2019) |
| Lavonne Adams; NURS | (2021) | Craig Allen; RES LIFE | (2019) |
| Lori Diel; ART | (2019) | Wendy Bell; VICE PROVOST OFFICE | (2020) |
| Deborah Ellithorpe; MATH | (2023) | VACANT | (2020) |
| Andrew Ledbetter; COMM | (2023) | Audrey Crist; REGISTRAR | (2020) |
| Meena Shah; KINE | (2023) | Brad Davis; FIN SRVC | (2020) |
| J. Matt Switzer; EDUC | (2019) | Charles Dewar; IT SUPPORT | (2021) |
| Laura Thielke; NURS | (2023) | Angela Kaufman; UNIV MINISTER | (2021) |
| Patricia Walters; ACCT | (2019) | John Maddox; MKT/COMM | (2020) |
| Arturo Flores; RETIREE | (2019) | VACANT | (2020) |
| Janet George Herald; Pres, RETIREES ASSOC | (2019) | Lindsey Tardif; HONORS | (2019) |
| Larry Adams; Past-Pres, RETIREES ASSOC | (2019) | Rachelle Blackwell; HUMAN RESOURCES; <i>liaison</i> | |

Evie Richardson; FIN/TREASURY, *liaison*
Megan Soyer; ASSOC PROVOST FOR
ACAD PLANNING, *liaison*

**OTHER HUMAN RESOURCES STAFF AS
REQUESTED**

Administrative Oversight: Provost/Vice Chancellor for Academic Affairs Teresa Abi-Nader Dahlberg;
Vice Chancellor for Finance and Administration Brian Gutierrez;
Vice Chancellor for Human Resources Yohna Chambers

20. University Court. Has authority to hear appeals from quasi-judicial committees listed in the Judicial System document provided the dispute involves an alleged violation of the Bill of Student Rights and/or the court of original jurisdiction made procedural errors, etc.

Kathy Cavins-Tull, Convening Chair; STUD AFF.

Marinda Allender; NURS (2021)
Michele Meitl; CRJU (2022)
Shweta Reddy; IDME (2020)

Zoranna Jones; HARRIS ACAD RES CTR (2020)
Glory Robinson; CAMPUS LIFE, *ex officio*
Mike Russel; ASSOC VC, STU AFF, *ex officio*
Matthew Dena – student
Jack Leonhard – student
Hayes Magregor – student
Vivian Noyd – student

Administrative Oversight: Vice Chancellor for Student Affairs Kathy Cavins-Tull

**RESTATED CERTIFICATE OF FORMATION OF
TEXAS CHRISTIAN UNIVERSITY**

(With Trustee's Names Omitted)

Adopted: November 12, 2010; Effective: November 18, 2010

Article I: The name of the corporation shall be Texas Christian University.

Article II: The purpose for which this corporation is formed is the support of an educational undertaking to wit: the establishment and maintenance of an institution of learning, of university rank, for the education and training of students in the arts, sciences, and languages, and in all branches of learning, under Christian influence, so that such education shall include due regard to moral and religious development and competent instruction in the Holy Scriptures. Our mission is to educate individuals to think and act as ethical leaders and responsible citizens in the global community.

There is also included in its purpose the acquisition, establishment and maintenance of auxiliary and correlated schools and school property at such points in the State of Texas as may be found advisable, to be under the same general management and conducted with the same aims.

In all events, the corporation is organized and shall be operated for exclusively religious, charitable, scientific,

literary and educational purposes within the meaning of Section 501(c) (3) of the Internal Revenue Code of 1986, as amended.

Article III: The place or places where the business of this corporation is to be transacted shall be the City of Fort Worth, Tarrant County, Texas, where its University will be located, but not necessarily within the corporate limits of said City; but such business affairs of its auxiliary and correlated schools as may, by the corporation, be committed to local boards, governing bodies, or faculties may be transacted at the places where such auxiliary schools may be established.

Article IV: The period of duration of the corporation is perpetual.

Article V: The Board of Trustees of Texas Christian University shall consist of not less than twenty-four nor more than fifty members of which a minimum number shall be members of the Christian Church (Disciples of Christ) as provided for in the By-laws of Texas Christian University.

The names and addresses of the persons who are currently serving as Trustees are:

INTENTIONALLY OMITTED

Article VI: The corporation shall have no capital stock and shall not be operated for profit. Neither shall it have any members as such.

Article VII: The address of the registered office of the corporation is Office of the Chancellor, Texas Christian University, 2800 South University Drive, Fort Worth, Texas 76129, and the name of its registered agent at such address is Victor J. Boschini, Jr., Chancellor.

Article VIII: Upon the dissolution of the corporation, the Board of Trustees shall, after paying or making provision

for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation to such other organization or organizations as the Board of Trustees shall determine which must be organized and operated exclusively for charitable, educational, religious or scientific purposes and shall at that time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States Internal Revenue Law).

AMENDED AND RESTATED BY-LAWS OF TEXAS CHRISTIAN UNIVERSITY (as of April 15, 2016)

ARTICLE I

Board of Trustees

Section 1: Governing Board and Powers. The Board of Trustees constitutes the legal governing authority of Texas Christian University. The University in furtherance of the purposes for which it is organized and established shall have and be entitled to exercise all of the corporate powers conferred on nonprofit corporations as prescribed by law, including but not limited to the powers delineated in the Article 1396-2.02 of the Texas Non-Profit Corporation Act. The duties and responsibilities of the Board of Trustees include, but are not limited to, the selection of fellow trustees, the selection and evaluation of the Chancellor, the establishment and oversight of policies pursuant to the purpose of the institution and budget approval. The Board of Trustees may not be controlled by a minority of board members or by organizations or interests separate from it. Neither the presiding officer of the Board of Trustees nor the majority of other voting members of the Board of Trustees may have contractual employment, or personal or familial financial interests in the institution.

Section 2: Composition of Board. The Board of Trustees shall consist of not less than twenty-four nor more than fifty members, at least five of whom shall be members in good standing of the Christian Church (Disciples of Christ).

Section 3: Election of Trustees. Trustees shall be elected by the Board of Trustees from time to time as terms expire or vacancies occur. An election to fill a vacancy shall be for the unexpired term only.

Section 4: Terms of Trustees. Trustees shall serve for four-year terms (with the exception of a Trustee elected to fill the vacancy of an unexpired term). Subject to the

limitation below, any Trustee shall be eligible for reelection. All Trustees serve at the pleasure of the Board of Trustees; a Trustee may be removed from office at any time by an affirmative vote of two-thirds of the Trustees. A Trustee's service on the Board of Trustees shall in all events end on the May 31 following the Trustee attaining the age of seventy-five (75) years; provided, however, that this provision shall not apply to any Trustee who has attained the age of seventy (70) years as of November 8, 2013, provided further, that this provision shall not apply to Emeritus Members or Honorary Members elected pursuant to Article III herein.

Section 5: Meetings. Meetings of the Board of Trustees shall be held at Texas Christian University in Fort Worth, or at such other place or places as the Board of Trustees, the Executive Committee or the Chancellor may select. Such meetings shall be called by the Chairman of the Board of Trustees, the Chancellor, or by ten or more members of the Board of Trustees upon at least 72 hours advance notice of the time and place given to the Trustees. The Board of Trustees shall meet as often as is necessary to properly perform its duties, but in any event, it shall meet at least twice each calendar year. The spring meeting is designated as the annual meeting of the Board.

Section 6: Voting and Quorum. Each trustee present at meetings of the Board of Trustees shall be entitled to cast a vote and there shall be no voting by proxy without unanimous consent of all Trustees present in person. A quorum for the transaction of business at meetings of the Board of Trustees shall consist of a majority of its regular, voting member trustees. Except as otherwise provided in these By-Laws or the Certificate of Formation, a majority vote of those present with a proper quorum shall constitute proper action. Participation in a meeting of the Board of

Trustees pursuant to Article 1396-9.11 of the Texas Non-Profit Corporation Act (i.e., telephone conference or other remote communications technology) shall constitute presence at such meeting for purposes of these By-Laws.

Section 7: Official Members of Board. The board members of the Board of Trustees shall be known as "Trustees" or as "Regular Members" of the Board of Trustees.

ARTICLE II

Officers of the Board

Section 1: Officers. The officers of the Board of Trustees shall consist of a Chairman, a Vice Chairman, a Secretary, and such other officers as the Board of Trustees should from time to time deem necessary.

Section 2: Qualification of Officers. The Chairman and Vice Chairman shall be elected from among the regular members of the Board of Trustees; but it shall not be necessary that other officers be members of the Board of Trustees. The Chairman shall be nominated by the Committee on Trusteeship and elected by the Board of Trustees. The advice of the Chancellor shall be solicited and considered. The term of the Chairman of the Board shall be limited to no more than six (6) one-year terms; provided, however, that terms served by the Chairman of the Board prior to March 31, 2004, will not count against the six term limit. The Committee on Trusteeship under extraordinary circumstance may recommend to the Executive Committee and the Executive Committee to the Board that the term limit be waived. The term of the Vice Chairman of the Board shall be limited to no more than six (6) one-year terms; provided, however, that terms served by the Vice Chairman of the Board prior to April 4, 2008, will not count against the six term limit.

Section 3: Election and Term of Officers. Officers shall be elected annually by the Board of Trustees at its annual spring meeting and shall normally hold office until their respective successors are elected; and they shall be eligible to succeed themselves.

Section 4: Duties of the Chairman. The Chairman of the Board of Trustees shall preside over meetings of the Board, shall call meetings of the Board of Trustees and cause reasonable notice of such meetings to be given to the Trustees, shall perform such other and further duties normally performed by the Chairman of Boards of Trustees of universities, and such other duties as may be imposed upon him or authorized by the Board of Trustees or the Executive Committee thereof.

Section 5: Duties of the Vice Chairman. The Vice Chairman shall perform the duties of the Chairman of the Board in the event of the disability, absence, death, resignation, or other inability or failure of the Chairman to perform such duties. The Vice Chairman shall also perform such other and further duties as are normally performed by the Vice Chairman of Boards of Trustees of universities and such other and further duties as may be imposed upon him or authorized by the Board of Trustees or the Executive Committee thereof.

Section 6: Duties of the Secretary. The Secretary of the Board of Trustees shall make and keep, or cause to be made and kept, correct records or minutes of the proceedings of the Board, shall perform such other duties as are normally performed by Secretaries of Boards, and such other and further duties as may be imposed upon him or authorized by the Board of Trustees or the Executive Committee thereof.

Section 7: Duties of other Officers. Other officers of the Board of Trustees, if there be other officers of such Board, shall have such duties as may be conferred upon them by, and shall hold such office at the pleasure of the Board of Trustees or the Executive Committee thereof.

ARTICLE III

Emeritus & Honorary Board Members

Section 1: Emeritus Members

(a) Definition. Persons who have rendered exceptional service or aid to the University and who, in the opinion of the Board, merit such recognition, may be elected emeritus members of the Board of Trustees at such time or times as shall be designated by the Board of Trustees. The term of an Emeritus Trustee shall be for his or her lifetime.

(b) Attendance at Board Meetings. Emeritus Trustees are encouraged to continue to participate in the life of the University and the activities of the Board of Trustees, but shall have no voting privileges, nor shall they be counted as a part of quorum determinations. This includes attendance at plenary sessions of the Board and individual committee meetings.

(c) Benefits of Emeritus Status. In addition to attendance at Trustee Board and Committee meetings, Emeritus Trustees will receive an annual lunch and briefing by University officers, two free season tickets to TCU basketball and football games, inclusion in special Trustee communications from the Chancellor, permanent recognition at the University, and other such benefits designated by the Chairman of the Board.

Section 2: Honorary Members

(a) Definition. Persons who have rendered outstanding generosity or aid to the University and who, in the opinion of the Board, merit such recognition, may be elected honorary members of the Board of Trustees at such time or times as shall be designated by the Board of Trustees. The term of an Honorary Trustee shall be for his or her lifetime.

(b) Attendance at Board Meetings. Honorary Trustees may attend meetings and activities of the Board of Trustees, but shall have no voting privileges, nor shall they be counted as a part of quorum determinations. This includes attendance at plenary sessions of the Board and individual committee meetings.

(c) Benefits of Honorary Status. In addition to attendance at Trustee Board and Committee meetings, Honorary Trustees will be invited to an annual lunch and briefing by University officers, inclusion in special Trustee communications from the Chancellor, permanent recognition at the University, and other such benefits designated by the Chairman of the Board.

ARTICLE IV

Committees of the Board of Trustees

Section 1: Appointment and Terms of Standing Committees.

The Chairman of the Board of Trustees upon his election or as soon thereafter as possible shall appoint an Executive Committee and other committees necessary or desirable to enable the Board of Trustees to function properly. The appointments are subject to full Board approval at the next scheduled Board meeting following appointment. The terms of these standing committees shall be annual coincident with the term of the Chairman of the Board of Trustees and until successor committee members have been appointed and approved as aforesaid. Vacancies on standing committees shall be filled for the balance of the committee term by appointment by the Chairman of the Board of Trustees. All standing committees shall be composed exclusively of members of the Board of Trustees, except that the Chancellor shall serve as ex-officio member. In addition to other standing committees that may be established from time to time as provided in the section, the following standing committees are established: Academic Affairs Committee; Audit, Risk and Compliance Committee; Building and Grounds Committee; Committee on Trusteeship; Development Committee; Executive Committee; Fiscal Affairs Committee; Intercollegiate Athletics Committee; Investment Committee; and Student Relations Committee. Each standing committee will operate under the guidelines outlined in committee charters which are subject to full Board approval.

Section 2: The Executive Committee. The Executive Committee shall consist of (a) the Chairman of the Board, (b) the Vice Chairman of the Board, (c) the Chairman of each standing committee as may from time to time be constituted and maintained and (d) such other Trustees as may be appointed from time to time by the Chairman of the Board. In addition, the Chancellor, ex-officio, shall be a member of the Executive Committee without vote.

The Executive Committee shall have such duties or authorities as may be assigned to it by the Board of Trustees. In addition, the Executive Committee shall from time to time evaluate the effectiveness of the Board of Trustees with regard to discharging its responsibilities and establishing and achieving its goals. Based on these evaluations the Executive Committee may recommend to the Board of Trustees remedial action and/or reallocation of resources. The Executive Committee shall also perform all executive and committee duties for and in behalf of the Board of Trustees as have not been assigned to other committees. In addition, between meetings of the Board of Trustees, the Executive Committee shall have the authority to act for and in behalf of the Board of Trustees, keeping written records of its actions taken and reporting same to the Board of Trustees at the next meeting of the Board of Trustees, on all matters that shall be fully binding on the University, except for the following, which shall in all events be reserved for the Board of Trustees: Chancellor selection and termination; Trustee and Board Officer election; changes in institution mission and purposes;

changes to the Certificate of Formation and By-Laws; removal from office of a trustee; adoption of annual budget; and conferral of degrees.

Section 3: Other Standing Committees. The Board of Trustees may from time to time authorize or create other standing committees to be appointed by the Chairman or the Board of Trustees, the Board of Trustees specifying the number of persons composing such committees and the terms and duties of such committees. If the Chairman of the Board of Trustees shall not have designated which member of the committee shall serve as chairman, then each committee at its first meeting shall select one of its members as chairman of such committee. Each standing committee at its first meeting shall select a member as vice chairman. Each of the standing committees mentioned in this section shall respectively have such duties as usually appertain to such committee, and such additional duties as may be assigned them by the Board of Trustees or by the Executive Committee thereof.

Section 4: Special Committees. The Board of Trustees may from time to time authorize or create special committees to be appointed by the Chairman of the Board of Trustees, the Board of Trustees specifying the number of persons composing such special committees and the terms and duties of such special committees. While the membership of special committees need not be composed entirely of members of the Board of Trustees, nevertheless at least one trustee shall be a member of all special committees of such Board.

Section 5: Committee Meetings. Committee meetings of any committee shall be called and presided over by the chairman of the committee. In the case of each committee, other than the Executive Committee, the chairman (and any vice chairmen) shall be determined and appointed on an annual basis by the Chairman of the Board and shall be approved by the full Board at the next scheduled Board meeting following the appointment. The advice of the Chancellor and the Committee on Trusteeship shall also be solicited and considered. The term of the chairman of any committee shall be limited to no more than six (6) one-year terms; provided, however, that terms served by the incumbent committee chairmen prior to March 31, 2004, will not count against the six term limit. The Committee on Trusteeship under extraordinary circumstance may recommend to the Executive Committee and the Executive Committee to the Board that the term limit be waived. In the absence or disability of the chairman of any committee, the vice chairman, if any, shall preside, or in case of absence and/or disability of both the chairman and vice chairman (if any), by any member of the committee selected by the members of the committee. Committees shall meet as often as necessary to properly discharge their duties. A simple majority of committee members (present in person or by teleconferencing) shall constitute a quorum for any committee meeting, and a simple majority vote of those present and voting at any committee meeting at which a quorum is present, shall constitute the action or report of the committee.

Section 6: Reference to Committees. While it shall not be required it is recommended when practicable that matters be referred to appropriate committees for consideration and recommendations prior to Board action.

Section 7: Subcommittees. When any committee shall deem it advisable that a matter be considered in more detail than the committee itself finds it expedient to do, the committee may of course create and refer the matter to a subcommittee for such further investigation and consideration as the committee may deem expedient, creating a subcommittee for such purpose. The subcommittee report or recommendation, as the case may be, shall not, however, constitute the report of the committee until and unless adopted by the committee. The committee may utilize non-committee members as aides or members of subcommittees.

ARTICLE V

The Chancellor

and other Officers of the University

Section 1: Executive Officers. The Executive Officers of the University shall be a Chancellor, one or more Vice Chancellors, a Treasurer, and a Secretary, and such other officers as may be determined from time to time by the Board of Trustees.

Section 2: The Chancellor.

(a) **Election.** The Board of Trustees shall elect a chief executive officer of the University who shall be known as the Chancellor of the University.

(b) **Duties.** The Chancellor, as chief executive officer, shall be responsible for operating the University under and in accordance with such policies as are from time to time established by the Board of Trustees and shall attend all meetings of the Board unless excused. He will work with the Board of Trustees in determining general plans and policies of the University, in selection and appointment of key personnel in various phases of the University's life, represent the University in major educational organizations and have such other responsibilities as the Board of Trustees may from time to time indicate. The specification of any particular responsibility shall not be construed to detract from nor limit his broader responsibilities for operation of the University as above mentioned.

(c) **Term.** The Chancellor shall hold office for such period or periods of time as may be designated by action of the Board of Trustees or in lieu thereof at the pleasure of the Board of Trustees.

Section 3: Other Officers of the University.

(a) **Election.** The Board of Trustees shall elect one or more Vice Chancellors, a Treasurer, a Secretary and such other officers as may be determined from time to time by it.

(b) **Powers and Duties.** The Vice Chancellors, the Treasurer, the Secretary and other officers of the University shall perform such duties and functions as the Board of Trustees and the Chancellor may from time to time assign to them.

ARTICLE VI

Appointment, Removal and Tenure

Section 1: Removal by Board. The Board may remove a member only for cause at a duly called meeting. Examples of cause include, but are not limited to, failure of a Trustee to fulfill the duties, responsibilities and requirements of Trustee service, conduct of a Trustee which is unlawful or results in the arrest, filing of charges or the conviction of a serious crime, conduct which causes notorious or public scandal or would tend to bring public disrespect, contempt or ridicule to the University, conduct which is adverse or seriously prejudicial to the interests of the University and its mission, conduct that constitutes moral turpitude, malfeasance or any other conduct constituting cause under applicable laws. Notice of the meeting must state that the purpose, or one of the purposes, of the meeting is the removal of the member. Opportunity for rebuttal must be given to the member whose removal is being sought.

Section 2: Removal by Chief Executive Officer. Any employee of Texas Christian University may be removed, discharged and/or suspended at any time by the Chief Executive Officer of Texas Christian University when, in his exclusive judgment, the interest of the University shall require it, all without liability for damages and without liability for future compensation resulting therefrom; PROVIDED, HOWEVER, that employees who hold "tenure" as hereinafter provided may be removed, discharged and/or suspended only in accordance with the provisions thereafter set forth.

Section 3: Temporary Appointments. All employees of Texas Christian University shall be employed as temporary employees until and unless they become eligible for and receive the status of "tenure" as hereinafter mentioned.

Section 4: Tenure. The Board of Trustees shall exercise exclusive control of policies and procedures governing tenure for faculty and principal university officers. No change in such policies and procedures shall be made except upon specific approval by the Board.

ARTICLE VII

Executing Instruments

Section 1: Instruments Affecting Real Estate. All instruments affecting title to real estate shall be signed for Texas Christian University by the Chairman of the Board of Trustees, or by the Vice Chairman of the Board of Trustees, or by the Chief Executive Officer of the University, or by the Vice Chancellor for Finance and Administration or by such other person or persons who may be authorized to sign the same by the Board of Trustees or the Executive Committee thereof, and if attestation is required, shall be attested under the corporate seal of the University by the Secretary of the Board of Trustees or by some other officer authorized by said Board or the Executive Committee thereof. When so executed and delivered, such instrument shall be binding upon the University without the necessity of resolution specially authorizing the same.

Section 2: Other Instruments. Other instruments may be signed for Texas Christian University by the Chairman of the Board of Trustees, or by the Vice Chairman of the Board of Trustees, or by the Chief Executive Officer of the University, or by such other person or persons who may be authorized to sign the same by the Board of Trustees or the Executive Committee thereof. When executed in such manner and delivered, such instrument shall be binding on the University without the necessity of a resolution specially authorizing execution in such manner.

ARTICLE VIII

Amendments

Section 1: Amendment of By-Laws. These By-Laws may be amended by a two-thirds vote of the Trustees entitled to vote at a meeting of the Board of Trustees, after such proposed amendment shall have been proposed in writing and filed with the Secretary by a Trustee or by the Chief Executive Officer of Texas Christian University at least thirty days prior to such meeting, and it shall be the duty of the Secretary to forthwith cause to be mailed a copy of such proposed amendment to each Trustee. Such proposed amendment may be rejected, adopted or altered and adopted at the meeting where it is considered, provided, however, that such alteration, if any, shall be germane to the proposed amendment. The amendment may be considered and disposed of at the meeting following the notice, or may be postponed for further consideration until the next meeting of the Board of Trustees without additional mailed notice; but, if the proposed amendment is not disposed of by the conclusion of the second meeting following its proposal, it shall be regarded as withdrawn.

Section 2: Amendment of Certificate of Formation. The Certificate of Formation of Texas Christian University may be amended in the same manner by which these By-Laws may be amended as specified in the preceding Section.

Section 3: Effectuating Amendments. Amendments made to the By-Laws in pursuance of Section 1 of this Article shall be effective forthwith unless the resolution adopting the amendment specifies a future date upon which such amendment shall become effective. Amendments to the Certificate of Formation adopted in pursuance of Section 2 of this Article shall become effective when filed with the Secretary of State of Texas, and the proper officers shall cause the certificate or evidence of such amendment to be promptly and properly prepared, executed and filed at such time or times as charter amendments may be adopted as provided in this Article.

ARTICLE IX

Indemnification

Section 1: Texas Christian University shall indemnify any person who was or is a party or is threatened to be made a party of any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative

(other than an action by or in the right of the University) by reason of the fact that he is or was a trustee, officer, employee or agent of Texas Christian University, or is or was serving at the request of Texas Christian University as a trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit or proceeding if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of Texas Christian University, and with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of Texas Christian University, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful.

Section 2: Texas Christian University shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of Texas Christian University to procure a judgment in its favor by reason of the fact that he is or was a trustee, officer, employee or agent of Texas Christian University, or is or was serving at the request of Texas Christian University as a trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against expenses (including attorneys' fees) actually and reasonably incurred by him in connection with the defense or settlement of such action or suit if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of Texas Christian University and except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for gross negligence or misconduct in the performance of his duty to Texas Christian University unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which such court shall deem proper.

Section 3: To the extent that a trustee, officer, employee or agent of Texas Christian University has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in sections 1 or 2, or in defense of any claim, issue or matter therein, he shall be indemnified against expense (including attorneys' fees) actually and reasonably incurred by him in connection therewith.

Section 4: Any indemnification under section 1 or 2 (unless ordered by a court) shall be made by Texas Christian University only as authorized in the specific case upon a determination that indemnification of the trustee, officer, employee or agent is proper in the circumstances

because he has met the applicable standard of conduct set forth in sections 1 and 2. Such determination shall be made (1) by the Board of Trustees by a majority vote of a quorum consisting of trustees who were not parties to such action, suit or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable a quorum of disinterested trustees so directs, by independent legal counsel in a written opinion.

Section 5: Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by Texas Christian University in advance of the final disposition of such action, suit or proceeding as authorized by the Board of Trustees in the specific case upon receipt of any undertaking by or on behalf of the trustee, officer, employee or agent to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by Texas Christian University as authorized in this section.

Section 6: The indemnification provided by this article shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any by-law, agreement, vote of disinterested trustees or

otherwise, both as to action in his official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a trustee, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 7: Texas Christian University shall have power but may not be required to purchase and maintain insurance of behalf of any person who is or was a trustee, officer, employee or agent of Texas Christian University, or is or was serving at the request of Texas Christian University as a trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not Texas Christian University would have the power to indemnify him against such liability under the provisions of this Article.

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