



TEXAS A&M UNIVERSITY
Faculty Affairs

New Academic Leader Orientation Welcome

Dr. N. K. Anand
Vice President for Faculty Affairs

Mission Statement



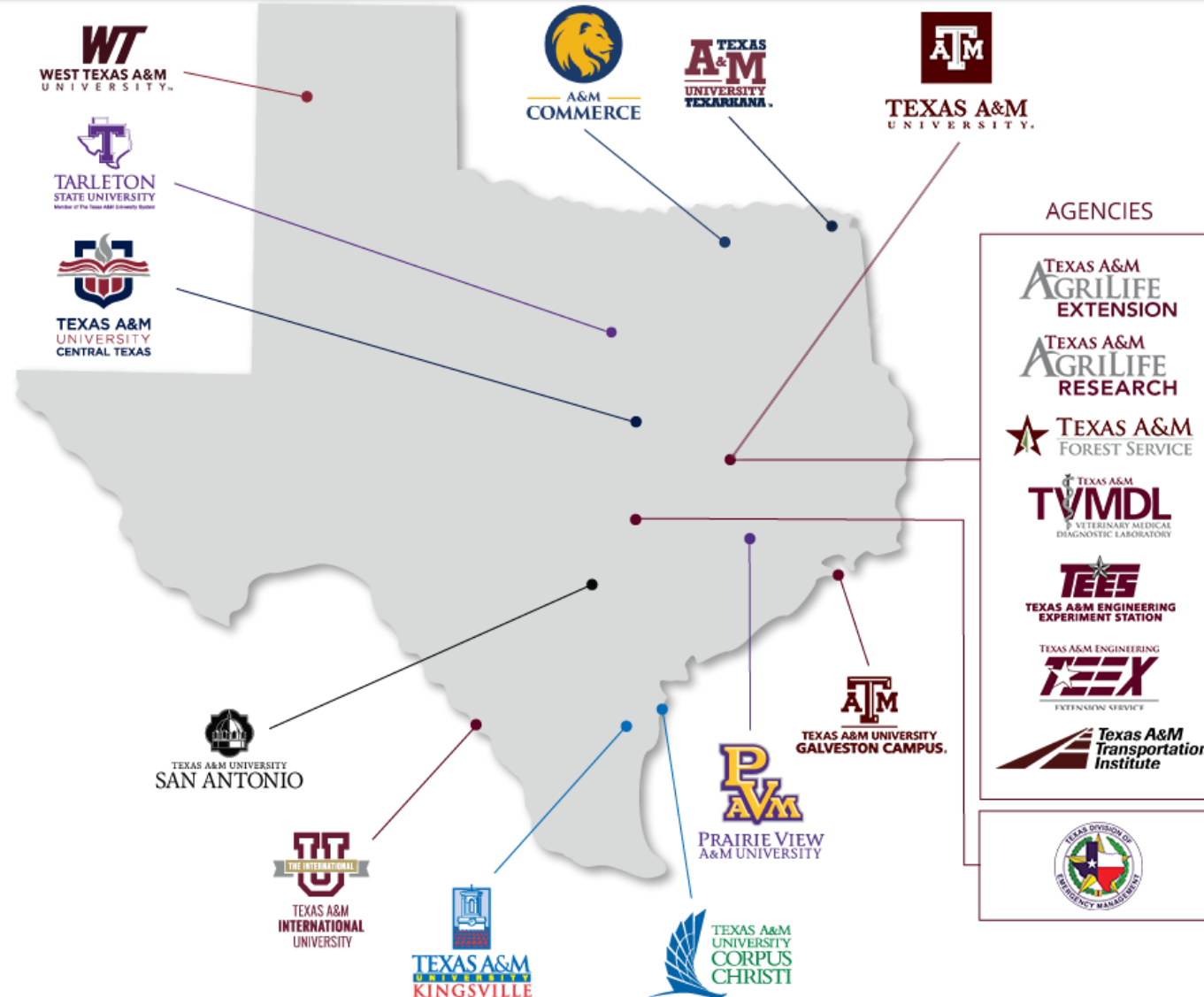
TEXAS A&M UNIVERSITY
Faculty Affairs

To recruit, support, and elevate world-class faculty, while promoting excellence in education, scholarship, innovative research, and community impact.

Texas A&M University System



TEXAS A&M UNIVERSITY
Faculty Affairs



11 System Universities

Texas A&M University (College Station)
Texas A&M University – Commerce
Texas A&M University – Kingsville
Texas A&M University – Texarkana
Texas A&M University – Corpus Christi
Prairie View A&M University
Texas A&M International University (Laredo)
Tarleton State University (Stephenville)
West Texas A&M University (Canyon)
Texas A&M University at San Antonio
Texas A&M School of Dentistry (Dallas)

8 System Agencies

Texas A&M AgriLife Research
Texas A&M Engineering Experiment Station
(TEES)
Texas A&M Forest Service
Texas A&M AgriLife Extension Service
Texas A&M Engineering Extension Service
Texas A&M Veterinary Medical Diagnostic
Laboratory
Texas A&M Transportation Institute
Texas Division of Emergency Management

System & University Leadership



TEXAS A&M UNIVERSITY
Faculty Affairs



John Sharp

Chancellor

The Texas A&M University System



Mark A. Welsh III

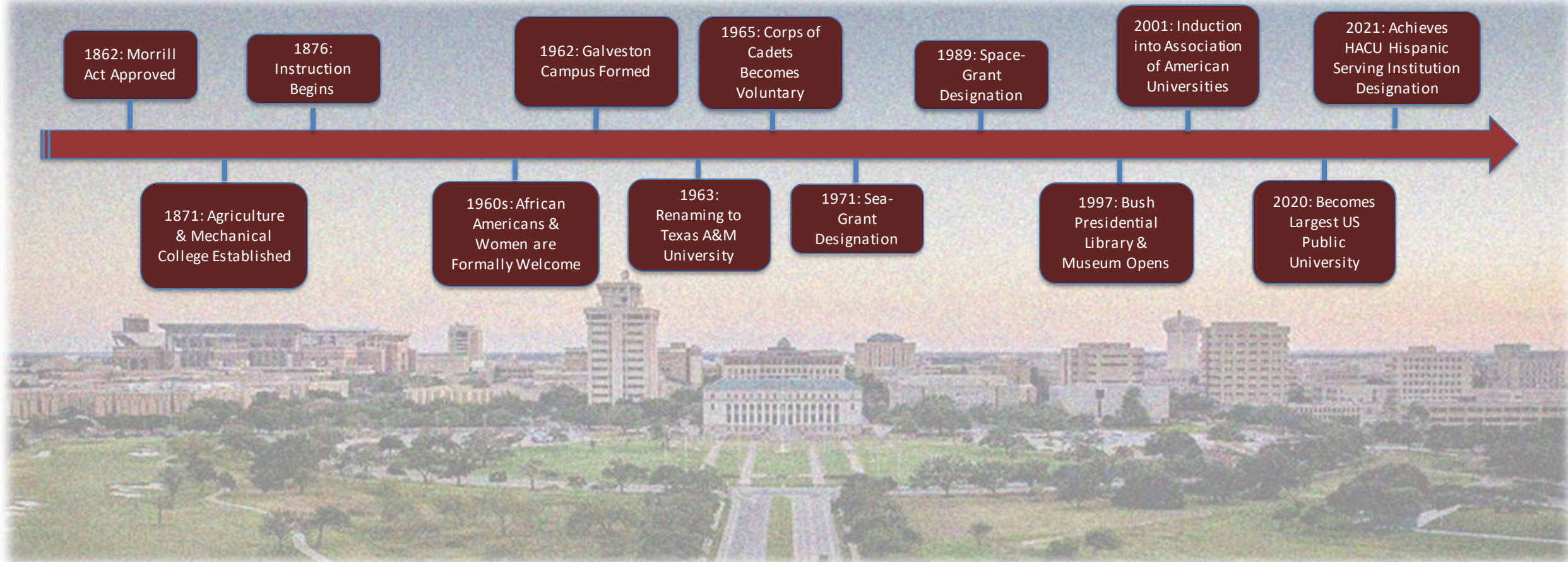
Interim President

Texas A&M University

Texas A&M History



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Faculty Affairs



Aggie Core Values



TEXAS A&M UNIVERSITY
Faculty Affairs

EXCELLENCE

· An unwavering desire and commitment to greatness

INTEGRITY

· Doing the right thing regardless of the circumstances or personal consequences

LEADERSHIP

· Inspiring others to follow through the strength of one's character

LOYALTY

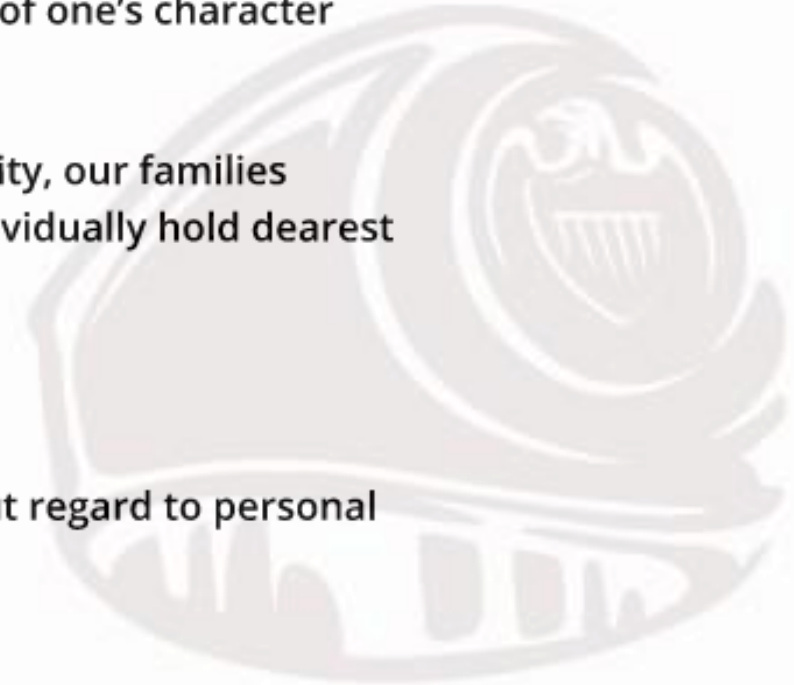
· Dedication to our nation, our state, our university, our families and those institutions and values which we individually hold dearest

RESPECT

· Earned through the consistency of character

SELFLESS SERVICE

· Giving of one's self for the greater good, without regard to personal gain or recognition



Land-Grant Research



TEXAS A&M UNIVERSITY
Faculty Affairs



Texas A&M Engineering
Experiment Station

State's **premier research agency**
in agriculture, natural resources
and the life sciences

- 13 Regional Centers
- 9 Research Centers & Institutes
- \$300 Million in Total Research Expenditures for 2022
- \$160 Million+ in Competitive Grants Awarded for 2022

Chartered by the State of Texas to execute
the land grant mission as **an independent
research and development agency**
serving state and national security needs

- 13 Regional Divisions & 15 Local Divisions
- 26 Research Centers & Institutes
- \$195 Million in TEES Research Fund Awards for 2022

The Triple Crown



TEXAS A&M UNIVERSITY
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Texas A&M University is dedicated to the discovery, development, communication, and application of knowledge with respect to these descriptors:

- **Land-Grant University:** federally assigned location purposed to teach, conduct research and provide services for the benefit of the surrounding communities
- **Sea-Grant University:** working to create and maintain a healthy coastal environment and economy as part of a Federal-University network program
- **Space-Grant University:** working to expand opportunities for Americans to understand and participate in NASA's aeronautics and space projects



Texas A&M
is one of only

24

in the nation to hold the triple designation as a land-grant, sea-grant and space-grant university.

Land-Grant Scholarship



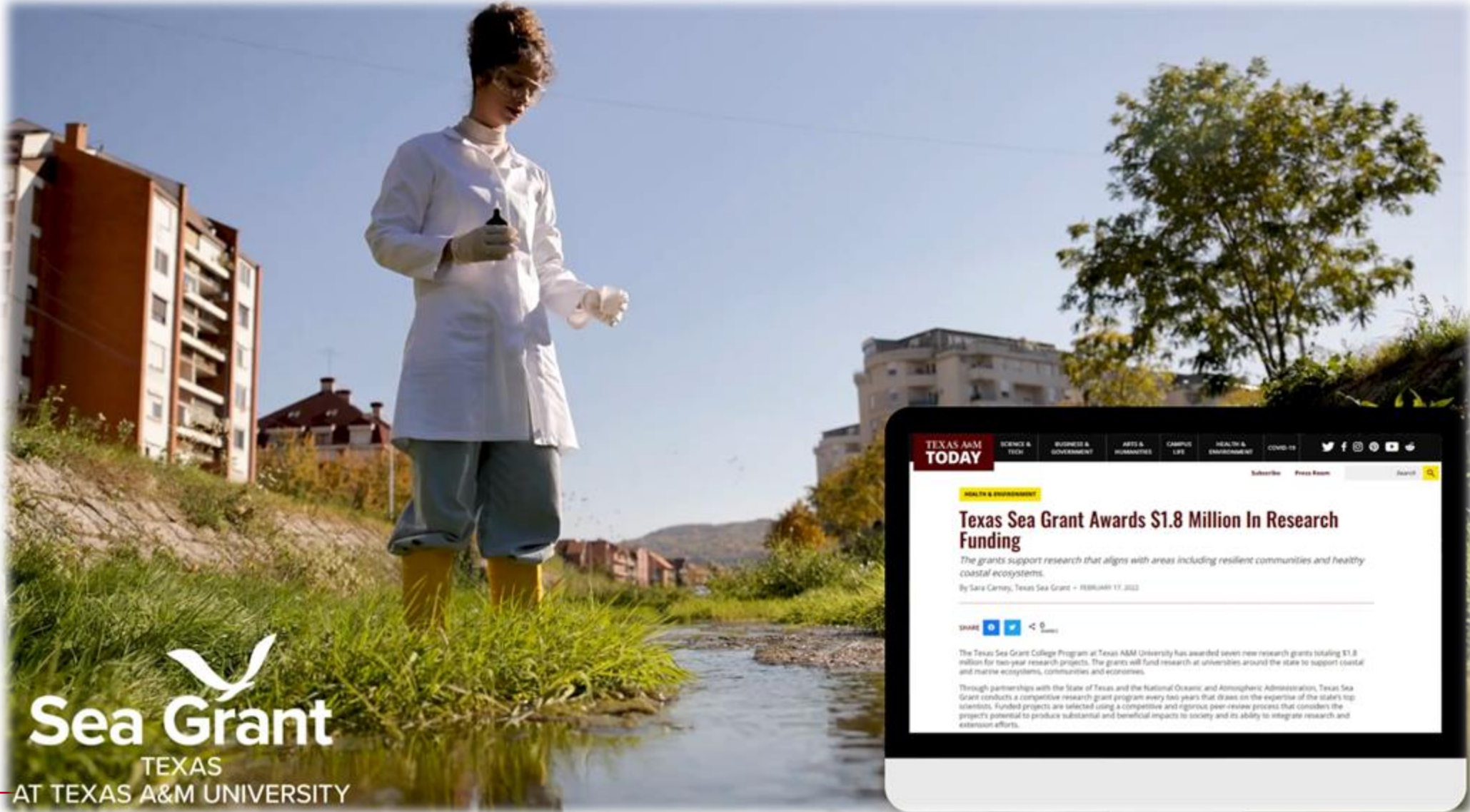
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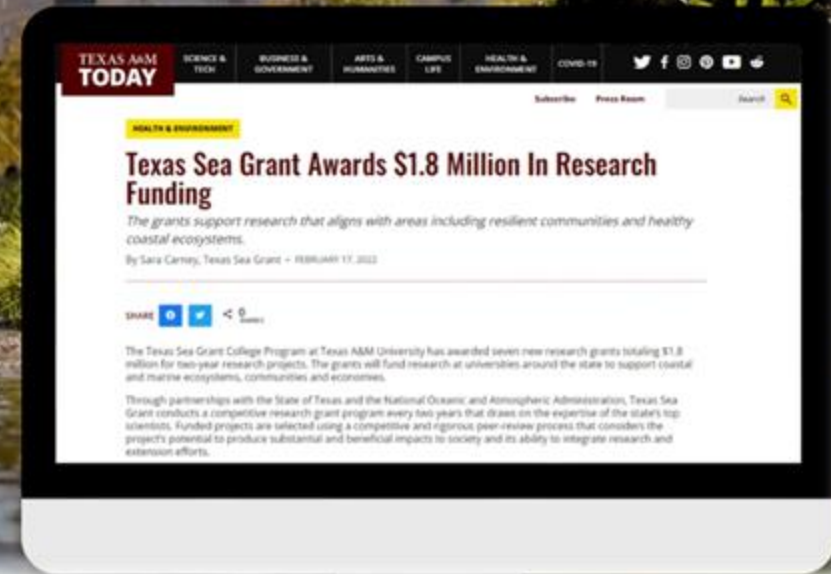
Sea-Grant Scholarship



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Sea Grant
TEXAS
AT TEXAS A&M UNIVERSITY



Space-Grant Scholarship



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Texas A&M Colleges & Schools



TEXAS A&M UNIVERSITY
Faculty Affairs

- College of Agriculture & Life Sciences
- School of Architecture
- College of Arts & Sciences
- Mays Business School
- School of Dentistry (Dallas Campus)
- School of Education & Human Development
- College of Engineering
- School of Engineering Medicine (Houston Campus)
- Bush School of Government & Public Service (includes a Washington DC site)
- School of Law (Fort Worth Campus)
- School of Medicine (includes Dallas, Houston, Round Rock & Temple Campuses)
- School of Nursing (includes Lufkin, McAllen & Round Rock Campuses)
- School of Performance, Visualization & Fine Arts
- Irma Lerma Rangel School of Pharmacy (includes Kingsville Campus)
- School of Public Health
- School of Veterinary Medicine & Biomedical Sciences
- Texas A&M University at Galveston (Galveston, TX)
- Texas A&M University at Qatar (Doha, Qatar)

117 Academic Departments **130+** Undergraduate Degree Programs **170+** Graduate Degree Programs

Research at Texas A&M



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As an Association of American Universities member, Texas A&M is regarded as one of the leading research universities in the nation – earning a share in the majority of the competitive federal research funding awards - charged with transforming lives through education, research and innovation.



By the Numbers



TEXAS A&M UNIVERSITY
Faculty Affairs

4,062

Total Faculty Headcount
(Fall 2022)

2,011

Tenure-Track Faculty (TTF)
FTE Faculty (Fall 2022)

2,051

Academic Professional Track (APT) Faculty
(Fall 2022)

76

Active National Academy
Members

National Academy of Engineering

34

National Academy of Sciences

17

American Academy of Arts & Sciences

14

American Academy of Nursing

6

National Academy of Medicine

5

95

Active University Distinguished
Professors
(Highest Level of Achievement for A&M Faculty)

58

Fulbright Scholar Researchers
(Faculty, Administrators, Researchers, Artists
and/or Professionals granted opportunities to
research and teach internationally)

3

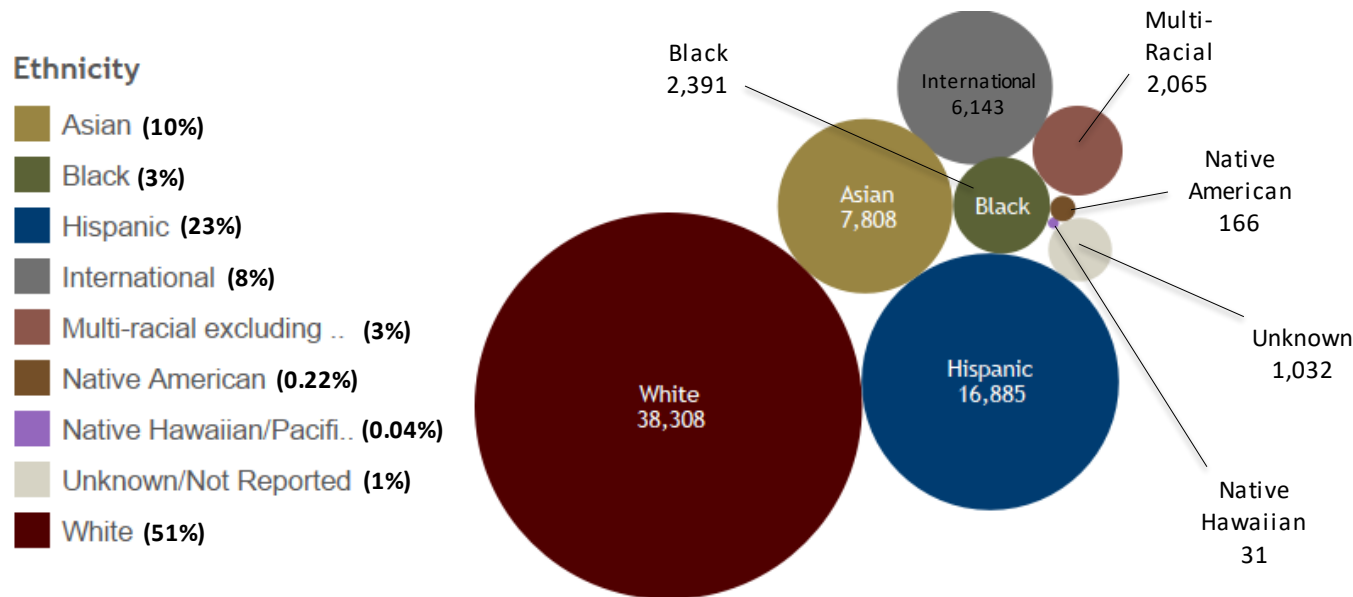
Active Nobel Prize laureates
(Physics, Chemistry, Literature, Peace, Physiology
or Medicine, awards based upon contributions
that, according to Alfred Nobel, 'have conferred the
greatest benefits to humankind')

The Aggie Student Body

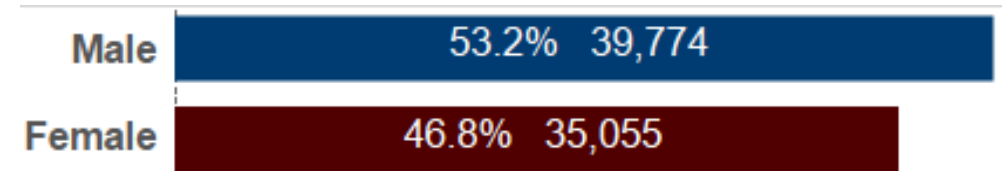


TEXAS A&M UNIVERSITY
Faculty Affairs

Ethnicity Distribution (Fall 2022)



Headcount Gender Distribution (Fall 2022)



74,829

Total Enrollment
(Fall 2022)



58,269

Undergraduate Enrollment



16,560

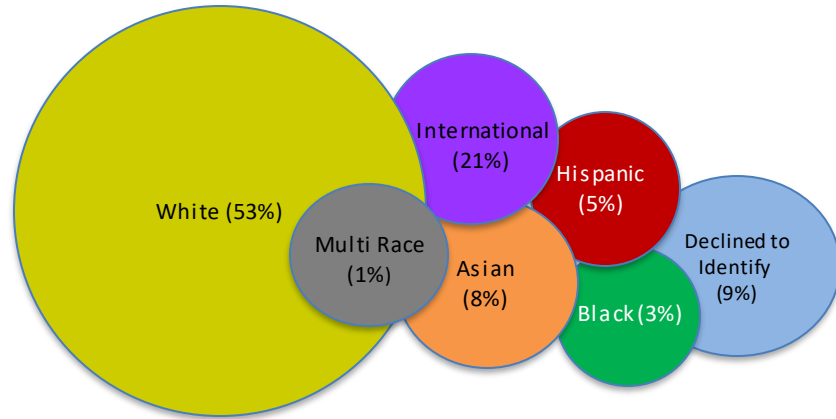
Graduate Enrollment

The Texas A&M Faculty

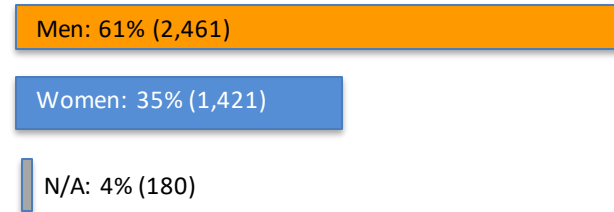


TEXAS A&M UNIVERSITY
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Ethnicity Distribution (Fall 2022)



Headcount Gender Distribution



The National Academies of
SCIENCES • ENGINEERING • MEDICINE



(56 Members)



(16 Members)



(15 Members)



AMERICAN ACADEMY
OF ARTS & SCIENCES

(14 Members)



AMERICAN ACADEMY
of NURSING

(6 Members)

Office of the Vice President for Faculty Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs



Jack K. Williams Administration Building

400 Bizzell Street, Suite 200

TAMU 1126

College Station, TX 77843

(979) 845-4274

facultyaffairs@tamu.edu

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Connect with Us: @TAMUFaculty



What Faculty Affairs Does



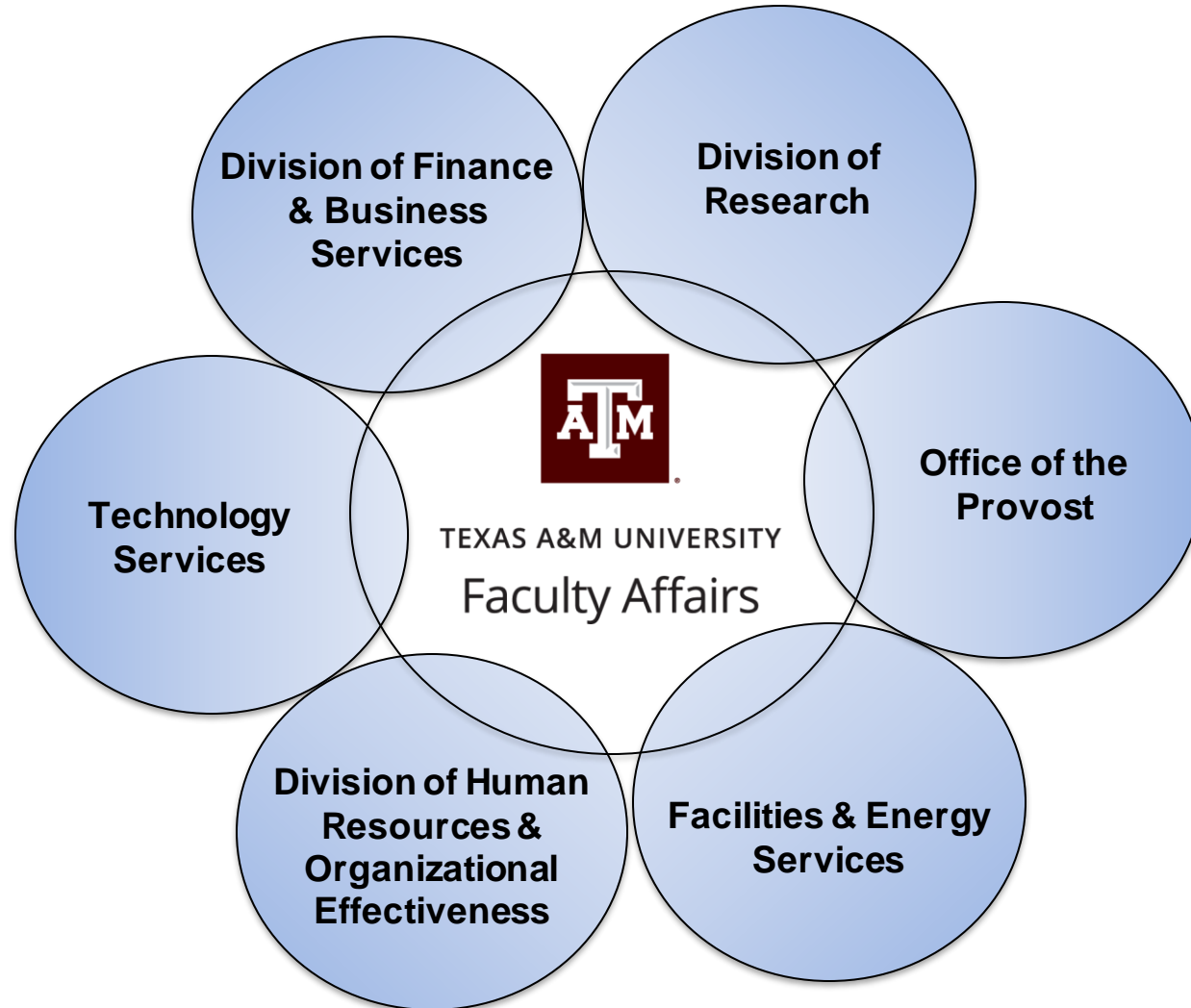
TEXAS A&M UNIVERSITY
Faculty Affairs

- Budget & Data Management
 - Dual Career Program
 - Faculty Aspiring Academy
 - Faculty Awards & Recognition
 - Faculty Development
 - Faculty Evaluation / Promotion & Tenure
 - Faculty Hiring & Employment Actions
 - Grievances & Appeals
 - Review of Guidelines
 - Immigration Affairs
 - Leadership Development
 - Faculty Hiring Initiatives (GURI & CRI)
 - Faculty-Direct Communication
 - Faculty Development Leave
 - Salary Study
 - University Distinguished Professor
-

Faculty Affairs Interactions



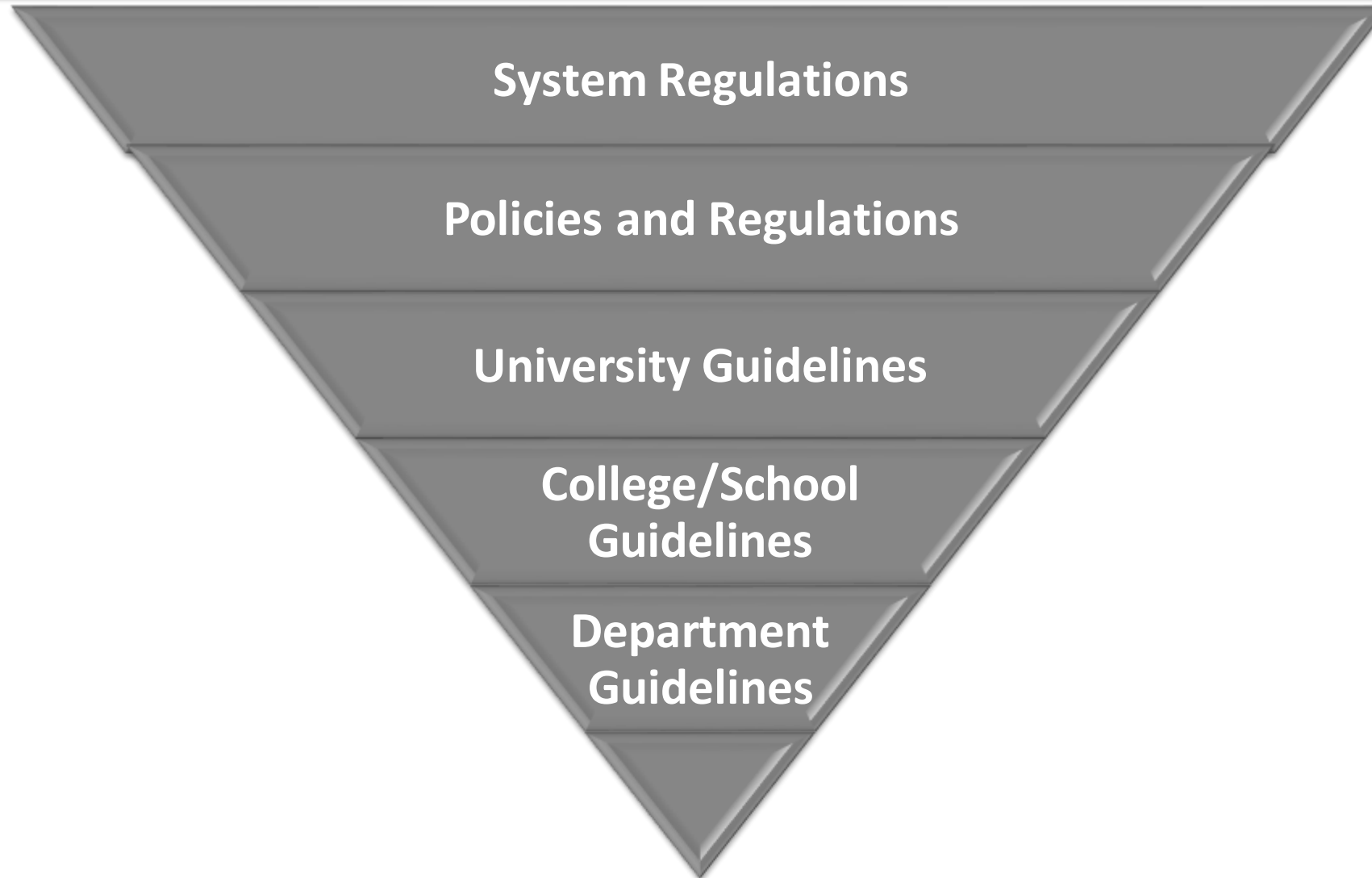
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Rule Hierarchy



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System Rules



TEXAS A&M UNIVERSITY
Faculty Affairs

tamus.edu/legal/policy/policy-and-regulation-library/



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[We Teach Texas](#)

[EmpowerU](#)

[Health Science Center](#)

[Veterans](#)

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Policy and Regulation Library

System Rules



TEXAS A&M UNIVERSITY
Faculty Affairs

12. Faculty

Policy/Reg No. and Title	Last Review Date
*12.01 Academic Freedom, Responsibility and Tenure	November 18, 2021
12.01.01 Institutional Rules for Implementing Tenure	August 13, 2019
12.03 Faculty Academic Workload and Reporting Requirements	August 8, 2019
12.04 Academic Council/Faculty Senate	November 15, 2018
12.05 Training for English Proficiency	November 15, 2018
12.06 Post-Tenure Review of Faculty and Teaching Effectiveness	February 6, 2020
12.07 Fixed Term Academic Professional Track Faculty	November 12, 2020
12.99.01 Faculty Development Leave	April 29, 2020

University Rules and SAPs



TEXAS A&M UNIVERSITY
Faculty Affairs

rules-saps.tamu.edu



A Division of the Texas A&M University
Division of Risk, Ethics and Compliance

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University Rules & Standard Administrative Procedures (SAPs)

Texas A&M University

12 Faculty

- **12.01.99.M1 University Statement on Academic Freedom, Responsibility, Tenure and Promotion**
 - (SAP) **12.01.99.M1.01 Appointment, Evaluation, and Reappointment of Endowed Position Holders**
 - **12.03.99.M1 Faculty Teaching Workload Reporting**
 - (SAP) **12.06.99.M0.01 Post-Tenure Review**
 - (SAP) **12.99.99.M0.01 Procedures for Appeal of Faculty Complaints and Appeal of Dismissals and Sanctions for Misconduct or Serious Misconduct**
 - (SAP) **12.99.99.M0.02 Faculty Participation in the Selection, Evaluation, and Retention of Deans**
 - (SAP) **12.99.99.M0.03 Faculty Participation in the Selection, Evaluation, and Retention of Department Heads**
 - (SAP) **12.99.99.M0.04 Faculty Employment Practices**
 - (SAP) **12.99.99.M0.05 Faculty Participation in the Selection, Evaluation, and Retention of Provost and Vice President for Academic Affairs**
-

P&T Guidelines



TEXAS A&M UNIVERSITY
Faculty Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs

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NEWS »

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ACADEMIC LEADERS ▾

Intranet

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Promotion & Tenure

Faculty are the foundation of a university, and are integral to fulfilling the land, sea, and space grant missions of Texas A&M University. The process of promotion and review is intended to support faculty as they move through a career path, and to recognize their growing expertise and contributions in their areas of responsibility. It is imperative for the individual faculty members and for the integrity of the university that each member of the faculty community take the promotion and review process seriously, and carefully follow the established procedures and criteria for these reviews. See the Q&A for answers to common questions.


Hiring Protocol



Search Committee recommends candidate to Department Head



Department Head negotiates with candidate
• exchanges elements of the offer (salary, start-up, lab space...)



Upon agreement by DH and candidate, offer with signatures from DH and Dean is sent to Faculty Affairs (via DocuSign or ...)



Faculty Affairs will review and sign the offer



Official offer is sent to the candidate

Hiring Protocol



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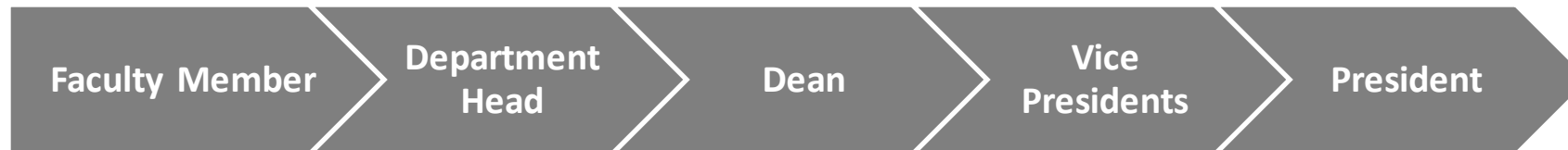
Official offer is sent to the candidate

VPFA and AVPs will engage candidate only if DH and Dean deem meeting will ensure successful recruitment

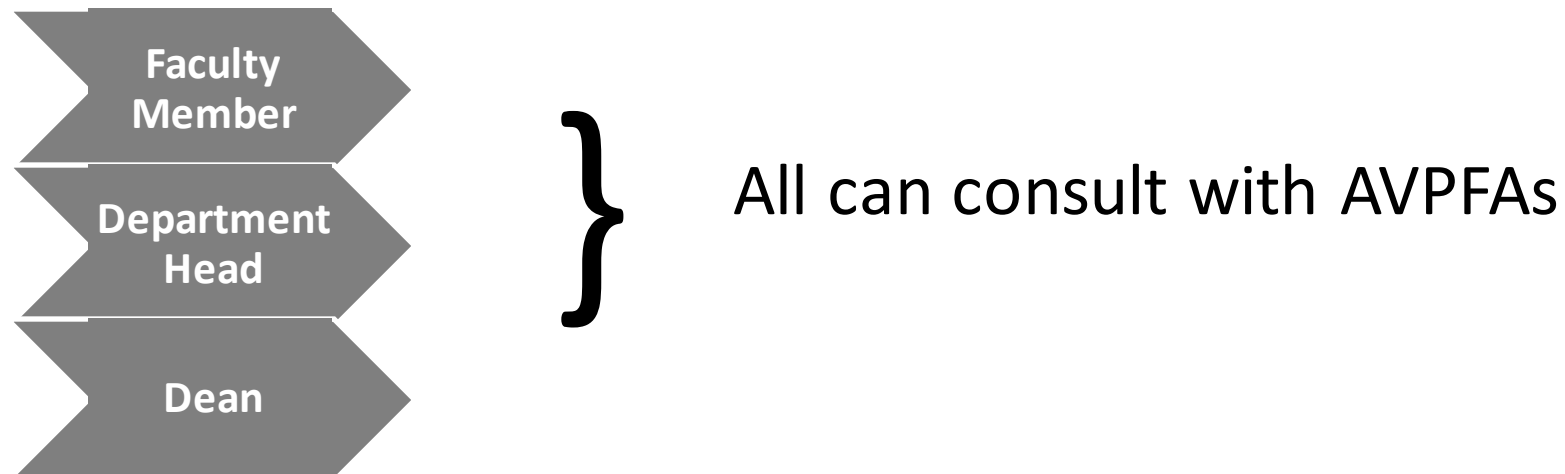
Chain of Command



For most decision making:



For advice about process:



Faculty Affairs Leadership Responsibilities



TEXAS A&M UNIVERSITY
Faculty Affairs



**Dr. Heather
Lench**

Faculty Support
Faculty Awards &
Recognition
Dual Career
Program
Faculty Aspiring
Academy



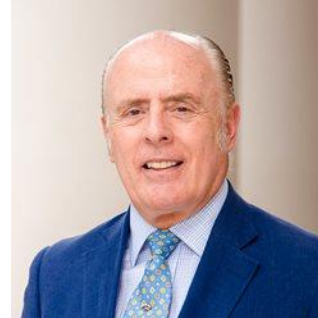
**Dr. Heather
Wilkinson**

Faculty &
Leadership
Development
Faculty Affairs
Events
Internal Faculty
Awards &
Recognitions



**Dr. Michael
Johnson**

Promotion &
Tenure
Guideline Review



**Mario Rojo del
Busto**

Faculty
Grievances
Immigration Affairs



Michelle Mitchell

Budget & Data
Management
Office of Academic
& Business
Performance
Analytics Team
Lead



Lona Warren

Faculty Evaluation
Promotion &
Tenure
Faculty Hiring &
Employment
Actions

Vice President for Faculty Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs



Dr. N. K. Anand

Professor, Mechanical Engineering

As the Vice President for Faculty Affairs, Dr. Anand pursues and promotes excellence in creation, dissemination, and instruction of new knowledge, through faculty advocacy, recruiting, retention, development, shared governance, and by being effective and efficient. He emphasizes integrity, quality, transparency, fairness, accountability, and a strong commitment to the citizenry of the state of Texas and to the principles of the land grant mission.



Dr. Heather Lench

Professor, Psychological and Brain Sciences

Dr. Heather Lench joined Faculty Affairs in March 2022. She has served as Department Head, Associate Head, Liberal Arts representative on the Steering Committee of the Department Head Council, and on the THECB task force on psychology major curricula. She brings experience with strategic planning and initiatives, faculty hiring and retention, evaluation processes, mentoring programs, and data informed decision making.

Associate Vice President for Faculty Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs



Heather Wilkinson

Professor, Plant Pathology and Microbiology

Dr. Heather Wilkinson joined Faculty Affairs in March of 2022 as Associate Vice President for Faculty Affairs. Prior to that she served as Senior Associate Dean of Faculties, Associate Dean of Faculties, and Associate Department Head for Plant Pathology and Microbiology in the College of Agriculture and Life Sciences. She has served one term on the Council of Principal Investigators, including two years on the Executive Committee. She served on the Institutional Biosafety committee (IBC) for a decade. Her major responsibilities include faculty and academic leadership development, faculty development leave, faculty affairs events, and internal faculty recognition.

Interim Associate Provost for Faculty Success & Interim Associate Vice President for Faculty Affairs



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Dr. Michael Johnson

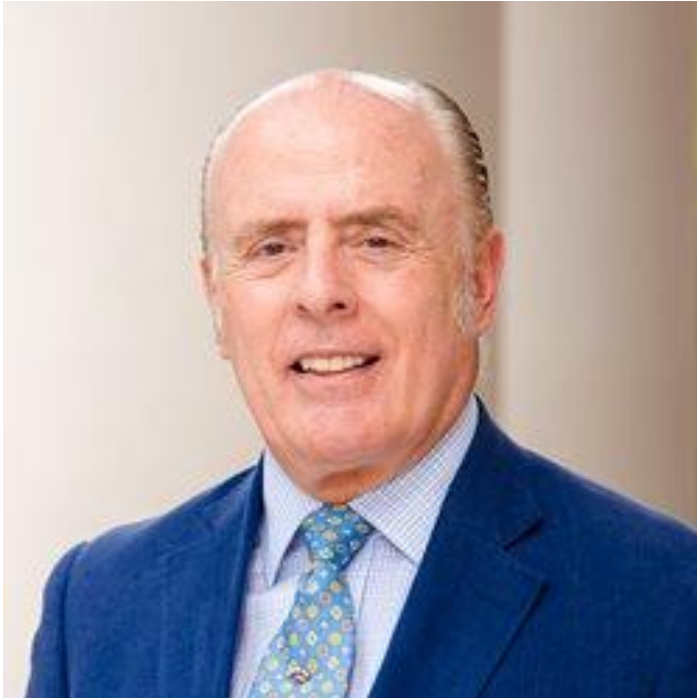
Professor, Engineering Technology & Industrial Distribution
and Manufacturing & Mechanical Engineering Technology

Dr. Michael D. Johnson is the interim associate provost for faculty success and interim associate vice president for faculty affairs. He is a professor in the Department of Engineering Technology and Industrial Distribution (ETID). He previously served as the associate dean for inclusion and faculty success in the College of Engineering. He has also held the role of associate department head for undergraduate studies in ETID and was program coordinator for the Manufacturing and Mechanical Engineering Technology program.

Associate Vice President for Faculty Affairs & Director of Immigration Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs



Mario Rojo del Busto

As Associate Vice President, Mario is the liaison with the Office of General Counsel on all faculty affairs related matters and assists and provides the necessary recommendations to the Vice President for Faculty Affairs as it relates to compliance, policy review, development and implementation. Mario also holds the role of Associate Vice President of Faculty Affairs at Texas A&M Health providing support, leadership, and guidance relating to faculty affairs matters across all Texas A&M Health Schools. Furthermore, Mario is responsible for directing the University's nonimmigrant and immigrant faculty, scholar, and staff employment caseload, including the Galveston and Qatar campuses - providing assistance to 19 Texas A&M System members (universities and agencies) regarding immigration employment matters.

Assistant Vice President for Finance



TEXAS A&M UNIVERSITY
Faculty Affairs



Michelle Mitchell '97

Michelle has spent the last decade serving as the Assistant Dean for Finance in the College of Engineering. In her role as Assistant Vice President for Finance, Michelle brings experience with financial commitments tracking, data analysis, process improvements, and budget. She is responsible for reporting integrity, approval of expenditures and building strategic relationships and connections. Michelle tracks and manages startup and vacant faculty lines, oversees the TAMU by Numbers initiative and leads the Academic and Business Performance Analytics (ABPA) team - formerly known as DARS (Data and Research Services).

Executive Director for Faculty Affairs



TEXAS A&M UNIVERSITY
Faculty Affairs



Lona Warren

As the Director for Faculty Affairs, Ms. Warren oversees revision and development of faculty related guidelines and SAPS, promotion & tenure processes, as well as academic analytics. She also assists with staff development and provides oversight in sensitive faculty matters as the Human Resources & Organizational Effectiveness liaison.

Major Faculty Affairs Goals (2023/2024)



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Faculty Affairs

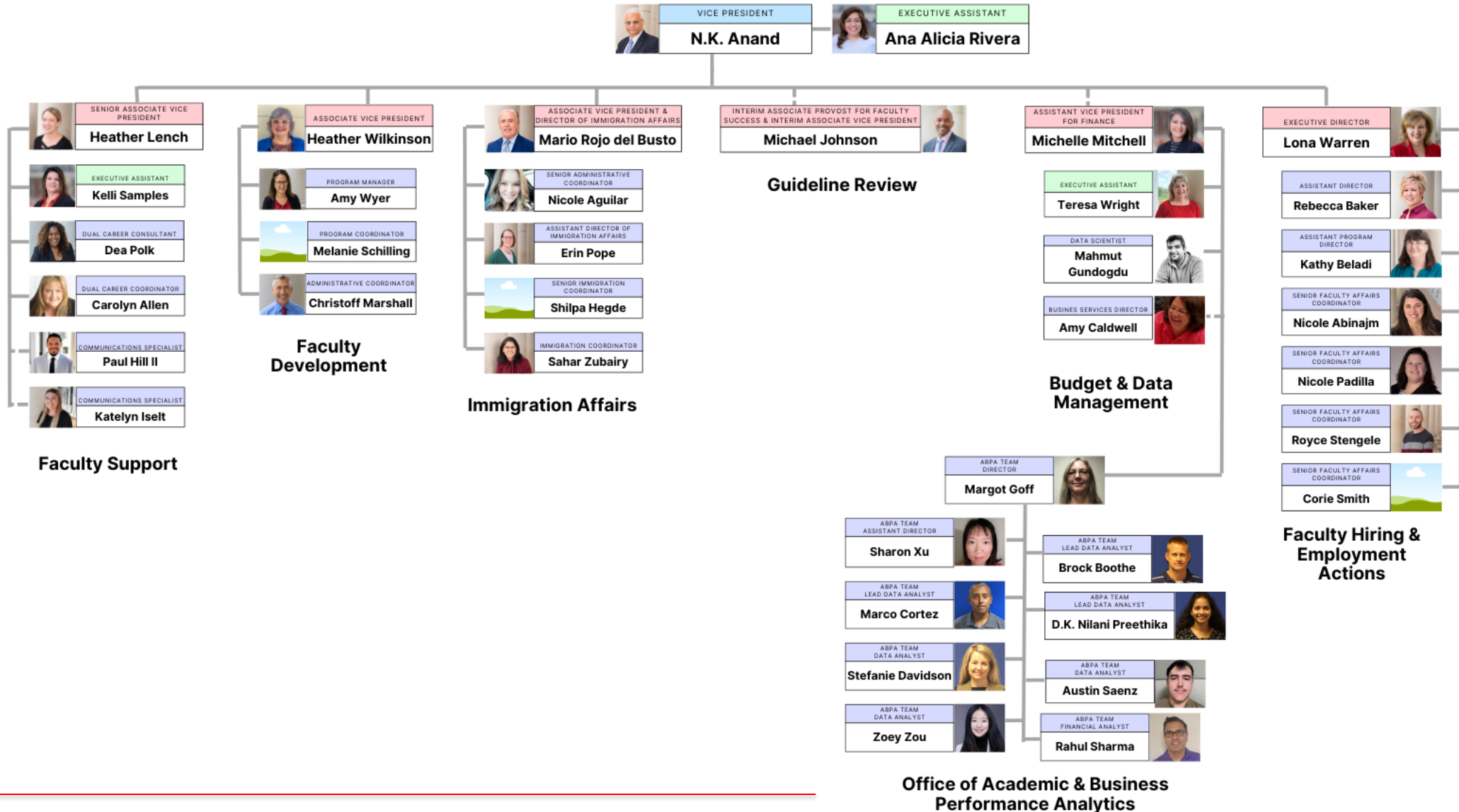
Faculty Affairs will continue working toward:

- Enhanced Salary Transparency/Equity
 - Updating Faculty-Related Rules and Standard Administrative Procedures (SAPs)
 - Developing a University P&T Committee
 - Expanding One Faculty-One File Initiative
 - Amplifying Faculty Award Recognition
 - Supporting Faculty Hiring & Retention
 - Improving Efficiency of Faculty Training Requirements
 - Improving Accessibility of Resources to Faculty and Academic Leaders
-

Faculty Affairs Organizational Chart



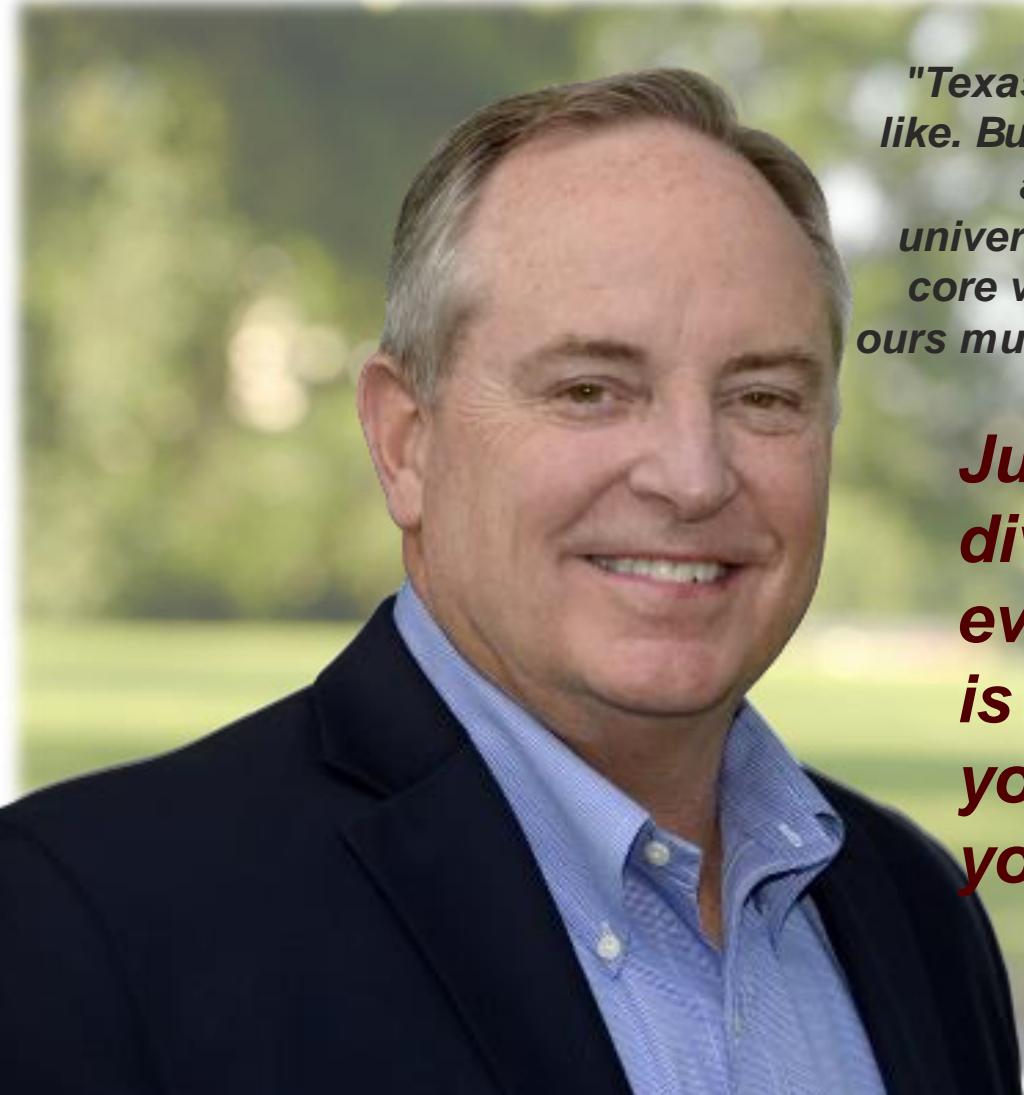
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Faculty Affairs



An Excerpt from President Welsh's Initial Message to the Aggie Community



TEXAS A&M UNIVERSITY
Faculty Affairs

A portrait of Mark A. Welsh III, a middle-aged man with short, light-colored hair, wearing a dark blue suit jacket over a light blue button-down shirt. He is smiling slightly and looking towards the camera. The background is a blurred outdoor setting with greenery.

"Texas A&M has been in the news lately, and not for the reasons we would like. But recent events and the accompanying commentary do not define us as an institution, nor do they undo the great work we see across this university every day. They should, however, remind us that living up to our core values is an ongoing commitment, as even esteemed institutions like ours must consistently confront and resolve challenges to uphold our status as a great university.

Just to be clear on where I stand, I believe diversity in all its forms is a strength. I believe every Aggie must have a voice, that each of you is critically important to our success and that you deserve to be treated with respect. I think you also believe those things."

Mark A. Welsh III
Interim President

Thank You!



TEXAS A&M UNIVERSITY
Faculty Affairs

Contact Us at
facultyaffairs@tamu.edu



WELCOME
TO
NEW FRONTIERS
@ TEXAS A&M UNIVERSITY

A dark red rectangular sign with white text, mounted on a metal post. The sign is positioned in the foreground on the left side of the image. The background of the entire slide is a photograph of a desert landscape with a long, straight railway track stretching into the distance. In the background, there are mountains and a flagpole with a Texas A&M flag.