

Bylaws
School of Allied Health Sciences
Texas Tech University Health Sciences Center
Amarillo•Lubbock•Midland•Odessa

Preamble

Mission, Responsibilities and Background

Section I. Mission, Vision, Organizational Philosophy and History

A. Mission Statement

The mission of the TTUHSC School of Allied Health Sciences is to provide a high-quality, student-centered learning environment for graduate and undergraduate education in the allied health professions; advance knowledge through scholarship and research; and provide clinical services that improve health and quality of life in Texas and the Nation.

As part of a state-supported university system, we serve the people of Texas, with particular emphasis on developing regional solutions to meet the educational and clinical needs of rural communities of West Texas.

B. Vision Statement

To earn regional and national recognition for excellence in graduate and undergraduate allied health sciences education, research and clinical service.

We will progress toward achieving this vision by:

1. Achieving high levels of excellence in teaching, research and clinical service, while fostering the professional and personal competence, growth and success of our students, our faculty and our staff.
2. Providing an environment that values, supports and rewards research and other scholarly activities.
3. Contributing to the improvement of health status and the reduction of health disparities in the communities we serve.
4. Expanding the cultural and ethnic diversity of our student-body, faculty and staff.
5. Remaining responsive to the evolving needs of our students, patients and communities we serve.

C. Organizational Philosophy

- Maximize Learning and Enhance Educational Access
- Enhance Health Status and reduce Health Disparities among West Texans
- Faculty are Student-Oriented and Teaching-Focused
- Staff Provide Responsive Support of High Quality
- Empowering Environment of Mutual Trust, Respect and Partnership Among Faculty, Staff, Students, Patients.

D. History

In 1981, the 67th Texas Legislature approved funding to establish the School of Allied Health at Texas Tech University Health Sciences Center. The school was authorized to begin baccalaureate programs in physical therapy, occupational therapy, and medical technology. In 1983, the School accepted its first eighteen students. The School of Allied Health received full accreditation for its programs in 1985. In 1991, the Emergency Medical Services educational program was added to the programs in the School of Allied Health. In 1993, the Department of Communication Disorders joined the School subsequent to its transfer from Texas Tech University where it was established in 1928. In 1994, the School expanded to become a regional system and began to offer classes in Occupational Therapy and Physical Therapy at regional campuses in Amarillo and Odessa. Also in 1994, the Physical Therapy program expanded its baccalaureate program to a masters program offered at all three campuses. An unprecedented period of growth and expansion began in 1998. The chronology of that expansion follows.

1998

- Summer
Texas Tech University System (TTUS) Chancellor and Board of Regents identify enrollment growth as a strategic imperative of high priority for the two universities of the TTUS.
- Fall
TTUHSC President challenges the component Schools of the TTUHSC to plan, develop, obtain institutional approval for and implement strategies that will support overall TTUHSC enrollment growth. President specifically challenges the SOAHS to become the "enrollment growth engine" of the university.
- Fall
SOAHS establishes 'the Executive Committee' (TEC) as a permanent planning group for the School. Composed of the Department Chairs, Regional Deans, Director of Admissions and Student Affairs, Director of

Administration, and the Dean, the TEC meets weekly, providing operational and strategic planning, guidance and direction for the School.

- Fall
SOAHS Department Chairs, Program Directors and faculty begin an iterative planning process, guided by TEC, designed to develop alternative proposals for enrollment growth and academic program expansion within each department.
- Fall
Planning begins to develop new program concept proposals for Board of Regents approval. The concept proposals for a Doctor of Audiology (Au.D.), Master of Occupational Therapy (MOT) and B.S. in Emergency Medical Systems Management (B.S., EMSM), are developed in close coordination with the TTUHSC President and senior administrators. Detailed business plans which include 5-year cost and revenue projections are required for each proposal. Each proposal is reviewed by a special "BOR Agenda Book" meeting of the President's Executive Council before winning final Presidential approval for inclusion as a TTUHSC item for consideration. The office of the TTUS Chancellor concurs and approves each item for inclusion on the next BOR meeting agenda.

1999

- May
With the recommendation of the TTUHSC President and concurrence of the TTUS Chancellor, the Board of Regents approves SOAHS new program concept proposals for the Au.D., MOT and B.S., EMSM, and authorizes the development and submission of program proposals for each to the Texas Higher Education Coordinating Board (THECB).
- June
TTUHSC SOAHS B.S., Physician Assistant Studies enrolls first student cohort in temporary facilities on Midland College campus, Midland, Texas.
- June
With the concurrence of TTUHSC Executive Staff, new program proposals requesting authority to implement a Masters of Occupational Therapy and a B.S. in Emergency Medical Systems Management and grant the appropriate degrees are each certified, signed by the TTUHSC President and submitted to the THECB.
- August
Year-long process of school-wide strategic planning culminates in the completion of a final draft statement of SOAHS Strategic Goals and Objectives for 2000-2005. Draft is presented to the SOAHS faculty, TTUHSC President and Senior Executive Staff for review and comment.

- September
SOAHS faculty ratify the SOAHS Strategic Plan on 10 September 1999. TTUHSC President approves the plan in principle, but suggests minor modifications.
- September
\$1.2 million renovation project started for permanent facility for SOAH – Odessa.
- October
TTUHSC President approves SOAHS Strategic Plan (2000-2005). Plan includes a “Strategic Growth Initiative” involving the phased development and implementation of new and upgraded academic degree programs that will meet market demands for increased educational access and expand SOAHS enrollment by 50 percent to 725 by 2005.
- October
On the recommendation of the TTUHSC President and with the concurrence of the TTUS Chancellor, the Board of Regents approves new degree concept proposal for a Master of Vocational Rehabilitation (later changed to Rehabilitation Counseling), a Master of Athletic Training (MAT) and a Doctor of Science (Sc.D.) in Physical Therapy, and authorizes the development and submission of new degree program proposals to the THECB.
- October
THECB approves TTUHSC proposals for a B.S., EMSM, as well as the MOT, and expands the TTUHSC Table of Academic Programs accordingly.

2000

- January
With concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a Master of Vocation Rehabilitation program and grant the MVR degree is certified and signed by the TTUHSC President, and submitted to the THECB.
- February
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a Master of Athletic Training program and grant the MAT degree is certified and signed to by the TTUHSC President and submitted to THECB.
- February
On the recommendation of the TTUHSC President and with the concurrence of the TTUS Chancellor, the Board of Regents approves new degree program concept proposal for a Master of Physician Assistant Studies (MPAS) and authorizes the submission of a new degree program proposal to THECB.

- March
TTUHSC hosts a THECB directed site visit with regard to the proposed Doctor of Audiology (Au.D.). Close coordination continues between Department of Communication Disorders, TTUHSC senior administrators and THECB Staff.
- March
Construction begins on \$3 million permanent 14,750 sq. ft. TTUHSC facility for PA Program on Midland College campus.
- April
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a Master of Physician Assistant Studies and grant the MPAS degree is certified and signed by the TTUHSC President and submitted to THECB.
- May
Department of Speech, Language and Hearing Sciences relocates to \$2.2 million renovated facility at TTUHSC.
- June
Master of Occupational Therapy program is implemented with enrollment of its first cohort of students.
- July
THECB approves TTUHSC proposals for a Doctor of Audiology (Au.D.), a Master of Vocational Rehabilitation (MVR) and a Master of Athletic Training (MAT), and expands the TTUHSC Table of Academic Programs accordingly.
- Fall
Four academic programs, Au.D., MVR, MAT and B.S., EMSM, are implemented with the enrollment of their first student cohorts for the Fall 2000 semester. Au.D. is the first program of its kind west of the Mississippi.
- September
SOAHS – Odessa relocated into completed permanent facility.
- September
THECB approves TTUHSC proposal for a Master of Physician Assistant Studies (MPAS) and expands the TTUHSC Table of Academic Programs accordingly.
- December
On the recommendation of the TTUHSC President and with the concurrence of the TTUS Chancellor, the Board of Regents approves new degree program concept proposals for a Master of Science in Molecular Pathology, a Master of Science in Rehabilitation Science, and a B.S. in Clinical Support Services

Management (BS, CSSM) (later renamed BS in Clinical Service Management), and authorizes the development and submission of new degree program proposals to the THECB.

2001

- February
On the recommendation of the TTUHSC President and with the concurrence of the TTUS Chancellor, the Board of Regents approves the proposal to establish a Center for Brain Mapping and Cortical Studies within the SOAHS. This center will serve as a platform for multidisciplinary research and clinical service, and is an essential component of a long-term plan to amass faculty and research capabilities needed to support a planned Ph.D. program in Communication Science and Disorders.
- April
\$150,000 equipment procurement completed for Center for Brain Mapping and Cortical Studies.
- May
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authorization to implement a post-professional, clinical doctorate in Physical Therapy and grant the Sc.D., P.T. degree is certified and signed by the TTUHSC President, and is submitted to the THECB.
- June
PA Program relocates into permanent TTUHSC facility in Midland.
- June
The Master of Physician Assistant Studies program is implemented with the enrollment of its first cohort of students.
- July
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a M.S. in Molecular Pathology and award the M.S., M.P. degree is certified, signed and submitted to the THECB by the TTUHSC President.
- August
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a B.S. in Clinical Support Service Management and award the B.S., CSSM degree is certified, signed and submitted to THECB.
- September
With the concurrence of TTUHSC Executive Staff, new program proposal requesting authority to implement a M.S. in Rehabilitation Science and award

the M.S., RS degree is certified, signed and submitted to the THECB by the TTUHSC President.

- October
The THECB approves TTUHSC proposal for a M.S. in Molecular Pathology and expands the TTUHSC Table of Academic Programs accordingly.

2002

- January
TTUHSC hosts a THECB-directed site visit with regard to the proposed Sc.D. in Physical Therapy. Close coordination continues between Department of Rehabilitation Science, TTUHSC Senior Administrators and THECB Staff.
- January
SOAHS Amarillo relocated to multi-million permanent facility.
- April
THECB approves TTUHSC proposal for a M.S. in Rehabilitation Science and expands the TTUHSC Table of Academic Programs accordingly.
- June
\$350,000 project to construct and equip Molecular Pathology laboratory is completed.
- June
The M.S. in Molecular Pathology program is implemented with the enrollment of its first student cohort for the Summer semester. This is the first program of its kind in the Nation.
- August
On the recommendation of the TTUHSC President and with concurrence of the TTUS Chancellor, the Board of Regents approves the establishment of a Center for Rehabilitation Assessment within the SOAHS. This center will provide a platform for coordinating the activities of the Gait Analysis, Balance Assessment and Energy Consumption Labs and serve to support the expansion research of faculty and research activities that will, in turn, support a planned Ph.D. in Rehabilitation Sciences by 2010.
- Fall
The Sc.D., P.T.; M.S., R.S.; and B.S., CSSM programs are implemented with the enrollment of their first student cohorts in the Fall 2002 semester.
- November
On the recommendation of the TTUHSC President and with the concurrence of the TTUS Chancellor, the TTUHSC Board of Regents approves new degree concept proposal for a Ph.D. in Communication Science and

Disorders, and authorizes the development and submission of a new program proposal to the THECB.

2003

- January
With the concurrence of TTUHSC Executive Staff, a new program proposal requesting authority to implement a Doctor of Philosophy (Ph.D.) in Communication Science and Disorders and grant the Ph.D. degree is certified, signed and submitted to the THECB by the TUHSC President.
- Summer
TTUHSC hosts a THECB-directed site visit with regard to the proposed Ph.D. in Communication Science and Disorders. Close coordination continues between the Department of Speech, Language and Hearing Sciences, Senior TTUHSC Administrators and THECB Staff.

2004

- January
THECB approves TTUHSC proposal for a Ph.D. in Communication Science and Disorders and expands the TTUHSC Table of Academic Programs accordingly.
- February
Final renovations completed for a three-year phased project to construct and equip a \$690,000 Rehabilitation Assessment Center with Gait Analysis, Balance Assessment and Cardio-Pulmonary laboratories.
- Fall
Ph.D. in Communication Science and Disorders is implemented with the enrollment of the first cohort of four doctoral students.
- Fall
SOAHS Fall 2004 enrollment totals 774, a 72 percent increase over 2000 enrollment of 452.

2005

- Spring
Established the Department of Clinic Administration and Rehabilitation Counseling. This department was formed by moving the faculty, clerical staff and technical support personnel of the three on-line programs from the Department of Rehabilitation Sciences. The three academic programs consist of Clinical Practice Management (M.S.), Rehabilitation Counseling (M.S.), and Clinical Service Management (B.S.).

- Spring

The new department chair also serves as the newly established Associate Dean for Learning Outcomes and Technologies.

Section II. Academic Considerations

Each faculty member shall strive to achieve and to maintain excellence in all aspects of allied health as related to his or her academic and/or professional discipline, teaching, research, and public service and as they relate to the School of Allied Health Sciences. To this end faculty shall, within the guidelines and limits imposed by the policies and regulations of the TTUHSC Board of Regents, the TTUHSC, the School of Allied Health Sciences, and these Bylaws, review and make recommendations on such matters as admissions, curricula, standards of instruction, student affairs, graduation, productivity, or any other matters which may affect the pursuit of academic and professional excellence.

Section III. Administrative Considerations

Faculty Members shall actively support the mission, vision and organizational philosophy of the School of Allied Health Sciences. In accordance with TTUHSC and School policies, all full time faculty will participate in and receive an annual written performance evaluation. Within limits of the policies and regulations of the TTUHSC Board of Regents, faculty shall:

- A. Respond to requests for consultation by the Dean or Administrative Officers on general administrative affairs of the School of Allied Health Sciences and on matters pertaining to the future development of the School.
- B. Serve on School committees and accept other responsibilities as deemed necessary and appropriate in achieving the School's mission.
- C. Accomplish each of their duties as well as any other assigned tasks requisite to achieving the School's mission.
- D. Be in official noncompliance and subject to possible disciplinary action if they fail to support the mission, vision, and philosophy of the School or otherwise fail to conduct their duties in accordance with the TTUHSC Board of Regents policies and procedures or directives issued by their Program Director, Department Chair, Associate/Regional Dean or Dean.

Section IV. Faculty-Student Considerations

Since the School of Allied Health Sciences exists primarily as an educational organization, faculty members shall continuously exhibit an active interest in student affairs and as such they shall:

- A. Serve as role models for the highest standards of ethical, moral, and professional conduct at all times while in service to the School.
- B. Respect that, within the limits of the policies and regulations of the TTUHSC Board of Regents, the conduct and regulation of student activities other than those relating to academic and/or professional matters, shall be governed by the student organizations and their respective rules and regulations.
- C. Be subject to disciplinary action if they fail to demonstrate respect and dignity in their interactions with students or at any time harass, threaten, or intimidate students as a faculty member and/or agent for the School.

Article 1. Purpose

These Bylaws set forth and describe the structure, guidelines and processes that will be used for faculty governance within the School of Allied Health Sciences of the Texas Tech University Health Sciences Center (TTUHSC).

Article 2. Organization

Section I. Voting Membership

All faculty employed by TTUHSC in the School of Allied Health Sciences on a half-time basis or greater at the rank of Instructor or above shall be voting members of the faculty of the School of Allied Health Sciences.

Section II. Dean of the School of Allied Health Sciences

The Dean of the School of Allied Health Sciences is the presiding officer of the faculty. As the Chief Executive Officer of the School, the Dean is the person with primary responsibility for all faculty and student activities involved in the successful execution of the School's mission, vision, and philosophy. The Dean of School of Allied Health Sciences is appointed and serves at the discretion of the President of the TTUHSC, with the approval of the University Chancellor and the Board of Regents.

Section III. Administrative Officers of the School

The Dean of the School of Allied Health Sciences shall be assisted by administrative officers who carry out specific functions and duties that are delegated to them by the Dean. These Administrative Officers are appointed by and serve at the discretion of the Dean.

- A. Associate Dean for the School of Allied Health Sciences
- B. Associate Dean for Learning Outcomes and Technologies
- C. Assistant Dean for Research
- D. Regional Dean, School of Allied Health Sciences - Amarillo
- E. Regional Dean, School of Allied Health Sciences - Odessa

- F. Regional Dean, School of Allied Health Sciences - Midland
- G. Director of Administration
- H. Director of Admissions and Student Affairs
- I. Departmental Chairpersons
- J. Academic Program Directors

Section IV. Meetings of the Faculty

The faculty of the School of Allied Health Sciences shall meet at least once annually. The annual meeting will normally occur during the fall semester. Additional meetings of the faculty may be convened at the discretion of the Dean or called upon receipt from the faculty of a signed petition from twenty-five percent or more of the members. Notice of all meetings will be announced no later than ten working days in advance. Attendance by nonmembers of the School's faculty will be at the discretion or invitation of the Dean.

The Dean shall preside over the meetings. In the event of the Dean's absence, another faculty officer designated by the Dean shall preside.

Actions of the faculty to propose new policies and/or modify these Bylaws shall require an affirmative vote by a two-thirds majority of the voting members of the faculty who are present. All other actions shall require an affirmative vote by a simple majority (51%) of the voting members present.

Section V. Quorum

A quorum for meetings of the faculty shall require that two-thirds of the voting members of the School's faculty be present (physical or via live telecommunications) at the time of the meeting. Actions requiring a faculty vote may not be taken unless a quorum exists.

Section VI. Executive Committee of the School of Allied Health Sciences

The Dean, Associate Dean, Chairpersons, Director of Admissions and Student Affairs and the Regional Deans shall constitute the Executive Committee of the School. The Dean shall chair this committee. The Executive Committee shall advise and assist the Dean in areas such as strategic planning; School policy development and implementation; monitoring the School's committee structure, organization, and effectiveness; appointments to and charters of the School's committees, budget planning, allocation; community affairs; performance measures; and other matters brought to the Executive Committee by the faculty, the officers of the School, or the Faculty Council. The Executive Committee shall meet at least monthly, or on call of the Dean.

Section VII. Faculty Council

1. Purpose. The Faculty Council shall serve as a representative body, elected by the faculty, to assure effective participation by the faculty in governance of

the School. The Faculty Council shall serve as an advocate for faculty, in accordance with state law, policies of the TTUHSC Board of Regents, and these Bylaws. The Council's primary function will be to serve as a forum for the identification and evaluation of a broad range of issues affecting faculty welfare, and the development and recommendation of proposed solutions. The Faculty Council President will serve ex officio on the Academic Affairs Committee, and will have direct access to the Dean.

As a representative forum for identifying issues of general faculty concern and proposing recommended solutions, the Faculty Council will serve as the point of contact for initial review and evaluation of all recommended changes to these Bylaws, per Section VIII, below. Issues may also be referred by the Dean to the Faculty Council for their review, evaluation and recommendations. The Faculty Council may consider other matters within its faculty-advocacy function.

2. Composition and Member Selection. The Faculty Council shall be composed of one full-time faculty member representative from each department at each campus of the School. Procedures for selecting their Faculty Council representative(s) shall be decided by the faculty within each department. Selection processes shall be by election. Tenure of Council members will be two years, beginning September 1st of the year elected. The selection of new members will occur during the ninety-day period prior to the term expiration of serving representatives. Faculty Council members may serve multiple terms of office at the will of their departmental faculty constituencies. Within 30 days of beginning each new two-year term, members of the Faculty Council shall elect a President from among their body. The Faculty Council President shall have direct access to the Dean and shall attend monthly meetings of the Academic Affairs Committee of the School.
3. Meetings. The Faculty Council shall meet at least quarterly, or at the call of the President. Meetings of the Council will be open to all faculty members of the School. A general notice of meeting and call for agenda items will be circulated to all faculty of the School, at least ten working days prior to Faculty Council meetings. Although participation of the Council members from distant campus sites may be accomplished via HealthNet, member travel to attend Council meetings in person will be supported by the Office of the Dean. Minutes summarizing issues raised and actions recommended will be distributed to all faculty members of the school.
4. Removal/Recall: The president of the Faculty Council may be removed from office by the members of the Faculty Council for incapacitating illness or circumstances, misconduct or neglect of duty. A vote to remove the Council President from office shall require a 2/3 majority of all Council members. A vote to recall a member from service on the Council shall require a 2/3 vote of faculty in the department which the member represents. In the event of a termination of a Council member's tenure prior to expiration of term, a replacement representative shall be selected in a special election within the

department and shall serve out the remaining term of office. Upon recommendation of the Executive Committee of the School, the Dean may call a special meeting of the School faculty to discuss the censure or removal from office of any member of the Faculty Council, due to misconduct, neglect of duty or incapacitating illness or circumstances. Removal of a member under these circumstances will require a 2/3 affirmative vote of faculty present at the special meeting called for this purpose.

Section VIII. Amendments to the Bylaws

Proposed amendments to the Bylaws shall be presented in writing to the Faculty Council, which shall serve as a point of initial review and comment for changes to these Bylaws. The Faculty Council shall forward all proposed amendments to these Bylaws, along with their recommendations, to the Executive Committee, for inclusion on the agenda of the next scheduled meeting of the faculty. Amendment proposals will be written, will specify the proposed language changes, and will include a brief description of the rationale for the proposal and its expected benefits. Proposed amendments will be submitted to the Faculty Council at least thirty working days in advance of the next scheduled meeting of the School's faculty. A vote regarding amendments of the Bylaws shall require a written notification to the faculty not less than ten working days in advance of voting. All amendments shall require a two-thirds (2/3) majority vote by faculty present at a faculty meeting, in which a quorum exists, in order to be adopted.

Article 3. Organizational Units

Section I. Academic Departments

1. The School of Allied Health Sciences shall be organized into academic units according to professional and/or scientific areas of expertise. The departments will be organized with academic programs or disciplines as follows.

- A. Laboratory Sciences and Primary Care
 - 1. Clinical Laboratory Sciences (B.S.)
 - 2. Physician Assistant (M.P.A.S.)
 - 3. Molecular Pathology (M.S.)
- B. Speech, Language and Hearing Sciences
 - 1. Speech, Language and Hearing Sciences (B.S.)
 - 2. Audiology (Au.D.)
 - 3. Speech-Language Pathology (M.S.)
 - 4. Communication Sciences and Disorders (Ph.D.)
- C. Rehabilitation Sciences
 - 1. Occupational Therapy (M.O.T.)
 - 2. Physical Therapy (M.P.T.)
 - 3. Physical Therapy (Sc.D.)
 - 4. Athletic Training (M.A.T.)

- D. Clinic Administration and Rehabilitation Counseling
 - 1. Clinical Services Management (B.S.)
 - 2. Clinical Practice Management (M.S.)
 - 3. Rehabilitation Counseling (M.R.C.)

2. Department Chairpersons

Department Chairpersons shall be appointed by and will serve at the discretion of the Dean. Chairpersons may appoint Program Directors and/or Clinical Coordinators to carry out specific functions and duties that are delegated to them by the Chairperson, and may designate other faculty members to perform specific services to the department. Program Directors, Clinical Coordinators and other departmental officers shall be appointed by and will serve at the discretion of their Department Chair, with the approval of the Dean.

Section II. School Committees

The Dean shall appoint standing committees of the School to assist in accomplishing the functions of the School, including faculty governance. Standing committee appointments will be on an annual basis. Committee chairpersons will be appointed by and serve at the discretion of the Dean. Committee chairpersons may recommend to the Executive Committee the removal of any faculty member from a standing committee who fails to regularly attend scheduled meetings or who prevents the committee from conducting its duties in an efficient and effective manner. A committee chairperson may be removed from a committee if the Executive Committee determines that he or she is not performing effectively. If this occurs, a replacement chairperson will be appointed by the Dean.

- A. Academic Affairs Committee – Shall be chaired by the Associate Dean of the School and will consist of the School's Program Directors, the President of the Faculty Council, and the Director of Admissions and Student Affairs. The committee will monitor and recommend to the Dean, School policies and procedures relating to official publications, academic calendars, curricula, admissions, student affairs issues and other items of an academic nature which concern the mission of the School. Minutes of committee meetings will be forwarded to the Dean for approval and will be distributed to Department Chairs, Regional Deans, Director of Administration, and committee members.
- B. Tenure and Promotion Committee – Shall be composed of at least three tenured faculty members, one of whom will be appointed by the Dean to serve as Chairperson. The Dean may invite faculty external to the School to serve on this committee, when necessary. The Tenure and Promotion Committee is responsible for reviewing and making recommendations concerning tenure and promotion in accordance with the policies of the School and the TTUHSC.

- C. HealthNet Advisory Committee – Shall be composed of one faculty representative from each department or program using the HealthNet system for instructional purposes, and the Regional Deans of the School. The committee chairperson shall be appointed by the Dean. This committee will monitor the School's needs in terms of distance education technologies and coordinate with the HealthNet Office in assuring regular and effective support of our multi-campus academic programs and activities.
- D. Student Scholarship Committee – Shall be composed of one faculty representative from each department or program within the School and the Director of Admissions and Student Affairs who will serve as chairperson. The committee shall receive and review applications for scholarships and recommend scholarship and award recipients. The committee will establish selection processes that follow scholarship and awards criteria, and assure fair and unbiased evaluation of all candidates. The committee, supported by the Office of Admissions and Student Affairs, will serve as the focal point of contact within the School for information concerning the various scholarships and awards available. The committee is responsible for effectively providing needed information to entering and enrolled students, as well as the faculty, Department Chairpersons, Program Directors, and other School officials. Committee meeting minutes, including recommendations for award of scholarships, will be forwarded to the Dean for approval, and will be distributed to Department Chairpersons and Program Directors.
- E. Practice Income Plan Committee – Shall be composed of the Departmental Chairpersons, the Director of Administration, and the Dean. The Practice Income Plan Committee shall monitor execution of the School's approved policy for faculty members participating in the practice plan and provide information as needed to the Office of Internal Auditing.
- F. Student Hearing Committee – Shall be composed of the Associate Dean, who will serve as the chair, two students, and two faculty members from an unconcerned department. The Chairperson will appoint the members of the committee. The Office of Admissions and Student Affairs will provide technical assistance and support to this committee. The Student Hearing Committee will administer the School's policies regarding student grievances (both academic and non-academic) and will insure that due process is afforded to all concerned. Committee findings and recommendations will be forwarded in writing to the Dean. Appeals of committee decisions will be made in writing to the Dean, whose decision will be final.
- G. Faculty Hearing Committee – Shall be composed of at least five faculty members from the School of Allied Health Sciences, two chosen by the concerned faculty member, two chosen by the respondent, and a Chairperson of the Hearing Committee chosen by the Dean. The committee shall review and evaluate grievances brought by faculty members regarding such matters as disciplinary actions, questions of academic freedom, or determination of unfitness to teach. Committee deliberations will be conducted in accordance

with policies of the School (see Article 4 of these Bylaws), the President of the TTUHSC, the University Chancellor and the Board of Regents. Committee findings and recommendations will be forwarded in writing to the Dean for approval.

- H. Peer Review Committee – accomplishes peer review of tenured faculty and faculty receiving academic promotion as required by HSC OP 60.03. The Committee for Peer Review shall be comprised of a minimum of 5 tenured individuals selected from the SOAHS faculty by the Dean. The committee will review the faculty member's submitted materials thoroughly and provide to the Dean a written assessment.

Section III. Emeritus Faculty

Upon retirement from the institution, a tenured faculty member at the rank of Associate Professor or Professor may be considered for emeritus status if he or she has served the institution for a minimum of ten years or has earned a "very distinguished" reputation for excellence in academic instruction, scholarly research, administration and/or professional service. Selection as an emeritus faculty member shall be recommended by a majority vote of the tenured faculty members and subsequent to a formal review of the candidate's qualifications (e.g., curriculum vitae, etc.). Emeritus appointments are honorary and without official privileges. Each such appointment shall be subject to approval by the Board of Regents upon recommendations by the President. (Regents Rules 04.01.2)

Article 4. Faculty Grievance Policy and Procedures

I. Policy Overview

- A. It is the policy of the School of Allied Health Sciences ("SOAHS") to protect faculty rights and to encourage fair, efficient, and equitable solutions for problems arising out of the employment relationship. See also, *TTUHSC OP 60.10, Faculty Grievance Procedure*.
- B. Fundamental to the grievance process is the principle that all Parties make a good faith effort to resolve the grievance at the lowest possible administrative level. However, a faculty member has a right to a Hearing and an appeal for redress of grievance against a superior through the procedures outlined herein below.
- C. Exclusions from SOAHS Faculty Grievance Policy
 - 1. Disagreements involving tenure; promotion; non-reappointment; terminal appointment; faculty dismissal; discrimination under federal or state statutes, civil rights or sexual harassment; which shall be addressed through other administrative review channels (e.g., *Texas Tech University System Regents' Rule 04.03; TTUHSC OP 70.14, Sexual Harassment*).

2. Disagreements arising from the TTUHSC Allied Health Practice Income Plan or other TTUHSC policies and procedures of general applicability.
 3. Disagreements between TTUHSC students and faculty. Grievances relating to student grade appeals and other student complaints are addressed in the applicable department/program Student Handbook.
 4. Disagreements between TTUHSC non-faculty employees and faculty.
 5. Issues concerning research under Chapter 73 of the TTUHSC Operating Policies and Procedures (e.g., *TTUHSC OP 73.03, Animal Care and Usage*; *TTUHSC OP 73.04, Research Involving Recombinant DNA*; *TTUHSC OP 73.05, Research Involving Hazardous Chemical and Biological Materials*; *TTUHSC OP 73.06, Research Involving Hazardous Chemical and Biological Materials*; *TTUHSC HSC OP 73.07, Honesty in Research and Allegations of Scientific Misconduct*; *TTUHSC 73.09, Conflict of Interest in Research*).
 6. No person may file a faculty grievance under this Policy after he/she is no longer employed by TTUHSC.
- D. No faculty member shall be penalized, disciplined, or otherwise adversely affected for filing a grievance or aiding another faculty member in filing a grievance. The filing of a grievance by a faculty member will not affect the ability of TTUHSC to pursue disciplinary action involving the faculty member.
- E. All individuals will be expected to meet their TTUHSC responsibilities while pursuing a grievance.
- F. A faculty member holding an administrative position will have access to these grievance procedures with regard only to faculty duties, and will not have access to these procedures with regard to administrative duties. Individuals who: (a) do not meet the definition of faculty contained herein, or (b) are administrators complaining of an administrative decision (not involving faculty matters, i.e., teaching or practice) shall utilize the TTUHSC non-faculty grievance procedure. *See TTUHSC OP 70.10, Grievance Procedures for Non-Faculty Employees.*
- G. Time periods shall be followed as outlined unless an extension due to unusual circumstances is granted by the SOAHS Dean.
- H. Where parties to a grievance reside in a location different from Lubbock, mediations and grievance Hearings will be held in Lubbock and may

require travel by the involved persons. The Dean may, in his/her discretion, make a decision to relocate a mediation or Hearing to expedite this proceeding.

II. Purpose

The purpose of this Faculty Hearing Policy is to establish a formal method to address faculty grievances and to provide a mechanism for their resolution.

III. Definitions

- A. Grievance. A grievance is a formal expression of disagreement between a faculty member and his/her superior, i.e., a program head or other SOAHS supervisor-administrator, which emanates from an administrative decision of the superior regarding an employment matter at TTUHSC.
- B. Employment Action. An employment action is action taken or a decision made by the superior in the process of conducting one's administrative duties vis-à-vis the supervisee, such as issues pertaining to salary, hours of work, disciplinary actions, performance evaluations, job assignments, and similar matters involving management decisions concerning the faculty member (see also, Section I, A, Exclusions from Faculty Grievance Policy).
- C. Administrator/Administration. An administrator/administration is defined as an individual serving as Dean, Associate Dean, Assistant Dean, Regional Dean, Chair, or Program Director of a SOAHS program.
- D. Faculty. A faculty member is defined as an individual employed by TTUHSC whose duties include teaching, research, and/or practice, and whose rank is Instructor, Assistant Professor, Associate Professor or Professor.
- E. Grievant. The Grievant is the faculty member who has a disagreement with his/her superior.
- F. Respondent. The Respondent is the SOAHS administrator with whom a SOAHS faculty member has a disagreement that is the subject of a grievance.
- G. Mediation. Mediation is the process by which designated SOAHS faculty, in good faith and with objectivity, meet with a Grievant and Respondent to resolve a disagreement between the Parties. Faculty members serving in this capacity are mediators. Mediation is a voluntary action entered into by the Parties at the request of the Dean.
- H. Party/Parties. The Parties include the Grievant and Respondent.

- I. Faculty Grievance Committee. The Faculty Grievance Committee ("Hearing Committee" or "Committee") is an *ad hoc* body of five (5) full-time SOAHS faculty, each of whom holds the rank of Assistant Professor or greater and is able to serve objectively in hearing and considering the formal grievance of a faculty member against his/her superior. The manner for selecting/appointing the Faculty Grievance Committee is provided in Section IV, E, Step Four, Grievance Hearing. Persons who served as mediators of a grievance, or have been involved in any way in the grievance, shall not be eligible to serve on the Hearing Committee for that grievance. Should a Hearing Committee member have a conflict of interest, or otherwise be unable to serve, the Hearing Committee member shall recuse him/herself. In that event, the Dean, the Parties, and the chair of the Grievance Hearing Committee shall be notified in writing, whereupon the chair of the Hearing Committee shall select an alternate Hearing Committee member to serve. The Hearing Committee is advisory in nature to the Dean.
- J. Grievance Hearing. A Grievance Hearing ("Hearing") is an administrative process whereby the Grievant and Respondent have an opportunity to present their respective positions in a fair, non-adversarial manner.
- K. Business Days. A business day is a day in which TTUHSC normally carries on business or business operations, but excludes weekends and official TTUHSC holidays.

IV. **Grievance Process and Procedures**

- A. Step One, Informal Resolution/Grievance
 1. A formal grievance should be filed only after an attempt has been made to resolve the disagreement through an informal meeting of the faculty member and his/her immediate superior. The faculty member shall meet to discuss his/her disagreement with his/her immediate superior and attempt informal resolution within fifteen (15) business days of a clearly defined employment action by a superior. For a disagreement involving a continuous series of less clearly defined employment actions, the faculty member will discuss the problem with his/her immediate superior no later than three (3) months after the disagreement's inception.
 2. If the faculty member believes that his/her concerns have not been resolved as a result of the informal meeting with the superior, he/she has the option to file a formal grievance by presenting a written grievance to his/her immediate superior within fifteen (15) working days of the meeting with his/her immediate superior. The written grievance must detail: (1) previous efforts to resolve the dispute, (2) specific facts supporting the grievance, and (3) proposed remedies to resolve the dispute. Once the grievance has

been presented to the immediate superior in writing, the grievance shall not be changed except with the written approval of all Parties.

3. The immediate superior shall respond in writing to the faculty member within five (5) working days of receiving the written grievance.

B. Step Two, Departmental Review of Formal Grievance

1. If the grievance is not resolved after Step One, the written grievance shall be submitted to each level in the faculty member's departmental supervisory hierarchy, up to and including the Departmental Chairperson. At each level, the faculty member shall submit the original written grievance together with the written responses of supervisors to whom it was submitted previously and an explanation of why those responses were unsatisfactory.
2. Submission to the next level and the written response from the supervisor shall occur within five (5) business days from receipt of the grievance or response.
3. If the faculty member is not satisfied with the decision of the Department Chairperson, the Grievant may file a written request for a Grievance Hearing with the Dean within five (5) business days of receiving the Departmental Chairperson's decision. As in previous steps, the request for a Grievance Hearing shall state why the decisions made thus far are unsatisfactory and specify the resolutions sought.

C. Step Three, Mediation

1. Prior to a Grievance Hearing, the Dean may recommend mediation as the preferred route to resolve differences between the parties. Mediation is not mandatory, and in some cases, it may not be feasible. Mediation is confidential, and as such, must not be discussed during the Grievance Hearing or elsewhere in the grievance procedures, should mediation not resolve the dispute.
2. If the Dean recommends mediation, the Dean shall select a team composed of two faculty members to conduct mediation. These two mediators shall:
 1. Be full-time SOAHS faculty with the rank of Assistant Professor or greater;
 2. Not be part of the Hearing Committee; and,
 3. Be acceptable to both Parties involved in the grievance.

3. The mediation team shall be appointed within fifteen (15) business days after the recommendation for mediation. The mediation team shall report their results and, if applicable, the manner in which resolution was reached to the Dean for approval within fifteen (15) working days after their appointment.
4. If resolution is reached, the mediators and Parties shall each sign a document outlining and memorializing the terms of resolution and forward the mediation agreement to the Dean. If resolution of the dispute requires action that the mediators and Parties themselves cannot effectuate, the Dean must be informed in order that he/she may ascertain whether the recommendations for resolution can be accomplished. All notes and other written materials associated with the mediation shall be destroyed by the mediators.

D. Step Four, Grievance Hearing

1. If the mediation is not deemed feasible by the Dean, or the grievance is not resolved through mediation within the time frame allotted, the Dean shall appoint and convene a Faculty Hearing Committee. The Hearing Committee shall be selected in the following manner (see *also* Section III, I, Faculty Grievance Committee):
 - a. Two members selected by the Grievant.
 - b. Two members selected by the Respondent.
 - c. The Chair will be appointed by the Dean and will not be one of the committee members. The chair must be a tenured professor. The chair shall be responsible for contacting the Parties, making arrangements for the Hearing, notifying the Grievant and Respondent of any matters regarding the Hearing, conducting the Hearing, and transmitting the Hearing Committee's recommendation to the Dean
2. A Hearing is not warranted if the Hearing Committee determines that (a) the grievance is outside the scope of this Policy, or (b) reasonable and good faith efforts have not been made to resolve the matter informally. Should the Hearing Committee determine that no Hearing is warranted, the Committee shall promptly provide notice and a brief explanation of this decision to the Grievant, the Respondent, and the Dean.
3. The Hearing Committee shall hold an investigative, non-adversarial hearing within fifteen (15) working days from the formation of the Committee. The Hearing shall be closed unless the grievant requests a public panel and the Hearing Committee concludes that

there are not compelling reasons for denying that request. The purpose of the Hearing shall be to determine the facts of the grievance, review the written record, and send a written recommendation to the Dean. Grievance Hearings are not restricted by rules of evidence or procedures governing criminal and civil proceedings.

4. The chair of the Hearing Committee shall notify the Grievant and the Respondent regarding the date of the Hearing. From the date of notification of the Hearing by the chair, the Parties will have five (5) business days to submit to the chair, and each other, the following:
 - a. All relevant document(s); and
 - b. List of voluntary witnesses, all of whom may be questioned by both parties and the Faculty Grievance Committee. It is the responsibility of each Party to obtain the permission, and arrange for the presence, of any witness(es) he/she calls.
5. In its sole discretion, the Hearing Committee may call other witnesses not identified by the Grievant or Respondent. If, prior to the Hearing, the Hearing Committee anticipates calling additional witnesses at the Hearing, the Hearing Committee shall notify the Chair of the Hearing Committee. The Chair of the Hearing Committee will then arrange for the voluntary attendance of the witnesses identified by the Hearing Committee and notify the Grievant and Respondent of the additional witnesses. If any witness called by the Hearing Committee intends to present written information to the Hearing Committee, the Chair of the Hearing Committee is responsible for forwarding such information to the Grievant, the Respondent and the Hearing Committee members prior to the Hearing. No Committee members shall have communication with any witnesses, except in the Hearing with the Grievant and Respondent present.
6. The chair of the Hearing Committee shall establish the procedure of the Hearing, allowing the Grievant and Respondent to present their respective positions in a fair, non-adversarial manner. The chair of the Hearing Committee shall communicate the procedures in writing to all parties concerned at least three (3) working days prior to the Hearing date.
7. The Grievant may be accompanied to the Hearing by a representative not authorized to strike in the State of Texas, or an attorney, but must notify the chair of the Hearing Committee within five (5) business days prior to the Hearing regarding the attendance of a representative. An attorney from the Office of General Counsel

will represent the SOAHS/Respondent if the Grievant has a representative. Any representatives or attorneys for the Parties may attend in an advisory capacity only and may not participate in the Hearing.

8. At the Hearing, the Parties may present their cases and call witnesses who may be questioned by the Hearing Committee and the Grievant.
9. A tape recording of the Hearing will be made. Either Party may request a copy of the tape. The original tape of the Hearing proceedings shall be kept in the Dean's Office. A copy of the written record shall be available to all parties and the complete record of the grievance shall be kept in the Dean's Office in accordance with *TTUHSC OP 10.09, Records Retention, Attachment A*.
10. After each Party has had an opportunity to present its case and evidence has been received, the Parties will be excused and the Hearing Committee shall consider the matter. The chair of the Hearing Committee shall transmit to the Dean a written majority recommendation within five (5) working days of the conclusion of the Hearing Committee's deliberations. Any member of the Hearing Committee may transmit a written minority recommendation that shall become part of the permanent record of the grievance proceedings to the same extent as the majority recommendation.

E. Step Five, Dean's Review

1. After receiving and reviewing the recommendations of the Faculty Hearing Committee, the Dean shall render a decision, and within ten (10) business days from the date the Dean receives the Committee's recommendation and appropriate grievance documents, the Dean shall notify the Grievant and the Respondent in writing regarding the decision.
2. The decision of the Dean is final, unless the faculty member believes a procedural violation has occurred that materially affected the outcome of the grievance.

F. Step Six, EVPAA's Review for Procedural Violation

1. If either Party alleges that a procedural violation occurred which materially affected the outcome of the grievance, he/she may appeal in writing to the Executive Vice President for Academic Affairs ("EVPAA") within ten (10) business days of receiving the Dean's decision. The EVPAA appeal must clearly: (1) specify and

explain the alleged procedural violation, and (2) how the alleged procedural violation materially affected the outcome of the grievance.

2. The EVPAA shall review the complete written record of the grievance and procedural appeal and submit a written recommendation to the President within fifteen (15) business days.

G. Step Seven, President's Review for Procedural Violation

The President shall review with the EVPAA his recommendation regarding an alleged procedural violation and make a final decision that will be submitted in writing within fifteen (15) business days to the Grievant, Respondent, chair of the Hearing Committee, the Dean, and EVPAA. The decision of the President is final.

V. Resolution

The Parties may agree to a resolution of the grievance at any time from initiation of the grievance procedures until the President's final decision, if applicable. Resolution of the grievance shall be reduced to writing and be signed by the Grievant, Respondent, Dean and, if applicable, the most senior TTUHSC administrator who participated in the grievance review.

VI. Right to Change Policy

TTUHSC reserves the right to interpret, change, modify, amend or rescind this Grievance Policy in whole or in part at any time without the consent of the faculty.

Article 5. Academic Freedom

The School of Allied Health Sciences will adhere to and support the policies and procedures of the Texas Tech University Health Sciences Center in regards to academic freedom.

Article 6. Ratification

These bylaws shall become effective when approved by the TTUHSC Board of Regents, after having been ratified by two-thirds (2/3) affirmative vote of the School's voting members.

[Ratified on July 9, 1999 by 31 of 45 faculty of SAHS (69%)]

[Approved by TTUHSC Board of Regents on Oct 1, 1999]

[Name change made; Approved by the THECB on Jan 8, 2003]

[Revised July 13, 2005]

[Ratified on September 20, 2005 by 57 of 57 faculty of SOAHS (100%)]

[Approved by TTUHSC Board of Regents on xxxxxx]

- e. **Investment Advisory Committee.** The Investment Advisory Committee (IAC), a special committee of indefinite duration, authorized by the University System Board of Regents charged with the duty to meet quarterly with investment counsel, investment managers and appropriate officers and staff for the purpose of reviewing and consulting with these parties and advising the Foundation Board and the Board of Regents on asset allocation, investment policy and investment results. The IAC is responsible for identifying fund managers, monitoring the performance of investments, evaluating fund manager performance and developing and recommending an asset allocation plan for the Long-Term Investment Fund and review the investments and performance of the Short and Intermediate Term Investment Fund. Shall meet quarterly with investment counsel, investment managers, and the appropriate officers and staff of the TTU system administration for the purpose of reviewing and consulting with these parties and, from time to time, policies and investment results.

The Investment Advisory Committee shall be composed of three regents designated by the chair, a member of the Board of the Texas Tech Foundation, Inc., and five persons appointed by the chancellor after consultation with the board and the Board of the Texas Tech Foundation, Inc.

Members of the IAC serve four-year staggered terms beginning on February 1st. Appointments of members of the IAC shall be made upon the expiration of a member's term.

The IAC shall be comprised as follows:

- a. Three (3) members of the IAC shall be appointed by the Board of Regents of the University System.
- b. One (1) member of the IAC shall be appointed by the Foundation Board.
- c. Five (5) members of the IAC shall be appointed by the Chancellor of the University System. Of those five members, two (2) will be recommended by the Board of Directors of the Foundation, subject to approval by the Chancellor and Board of Regents. In the event of a disagreement regarding these two appointees to the IAC, representatives of the Foundation Board and the Board of Regents shall meet with the Chancellor and resolve the matter.

- d. From the above members, the chair of the Board of Regents shall appoint the Chair, IAC.

All appointments to the IAC shall possess the necessary skills and knowledge in the area of finance, accounting and investments in order to substantively participate in the recommendations of the IAC and have the duty to actively participate as members of the IAC in order to fulfill their obligations to their respective boards.

Such chancellor's appointees shall have no financial interest in any organization providing investment services to the TTU system.

(1) serve ~~four~~ three year staggered terms beginning on February 1.

Furthermore, as a result of the Memorandum of Understanding between the Foundation Board and the University System Board of Regents, both boards agree that Foundation assets and University System assets shall be commingled for investment in order to realize the benefits of higher long-term investment returns, greater portfolio diversity and lower investment management costs. Accordingly, the Foundation Board and University System Board of Regents shall jointly develop and adopt a joint investment policy to be implemented by the Foundation and University System, and be responsible for the investment of the assets of the Foundation and University System, with the earnings credited to the corresponding entity.

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2006

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMTS	STATUS AS OF NOV 1	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	16,095					
		REQUIRED AUDITS						
Required	TTUS	Texas Tech University Foundation	Financial (assist)	120			120	0
Required	TTUS	Regents, Chancellor, & Presidents Travel and Credit Cards	Compliance (assist)	20			20	0
Required	TTUS	Information Technology Data Center Services Inventory Validation	Compliance	150			150	0
Required	TTUS	Office of Audit Services Self-Study	Compliance	250			250	0
Required	TTUS	Office of Audit Services Peer Review	Compliance	80		1	79	0
Required	TTUS	Office of Audit Services Annual Plan and Annual Report	Compliance	120	In Progress	38	82	0
Required	TTU & HSC	State Auditor's Office Miscellaneous Projects	Miscellaneous (assist)	200	(40)		160	0
		TTU: SAO A-133 Statewide Single Audit	Compliance	35	In Progress	4	31	0
		TTU: SAO Statewide CAFR Capital Assets		5	In Progress	2	3	0
Required	TTU	NCAA Compliance	Compliance	325			325	0
Required	TTU	Athletics Financial Review	Financial (assist)	240	In Progress	119	121	0
Required	TTU	KOHM-FM	Financial (assist)	300	In Progress	64	236	0
Required	HSC	Texas Higher Education Coordinating Board Residency Grants	Compliance	220	In Progress	10	210	0
Required	HSC	Correctional Managed Health Care Committee Contract	Compliance	200			200	0
Required	HSC	Family Practice Center at El Paso Contract	Compliance	90	In Progress	9	81	0
		TOTALS FOR REQUIRED AUDITS	2,315	0		247	2,068	0
		AUDITS IN PROGRESS AT AUGUST 1, 2005						
Prior Year	ALL	Institutional Risk Assessments (PricewaterhouseCoopers)	Risk Assessment	5	Completed			5
Prior Year	TTU	Senior VP For Administration and Finance--Budget Office	Operational	288	On hold	2	286	(0)
Prior Year	TTU	SAO Financial Systems IT Review	Controls (co-source)	140	(60) In progress	36	44	0
Prior Year	TTU	NCAA Compliance	Compliance	25	Completed	69		(44)
Prior Year	HSC	Research Compliance (El Paso)	Compliance	95	Completed	50		(45)
Prior Year	HSC	Amarillo Control Environment	Management Review	145	Completed	168		(23)
Prior Year	HSC	Texas Higher Education Coordinating Board Reporting Process	Compliance	277	Completed	214		(63)
Prior Year	HSC	Compliance Review of HIPAA / GLBA / FERPA	Compliance	80	Completed	161		(81)
Prior Year	HSC	MPIP--Ophthalmology Business Processes	Controls/Operational	20	Completed	11		9
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report		25	35 In progress	49	11	0
		TOTALS FOR AUDITS IN PROGRESS	1,100	(25)		760	341	(26)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total hours budgeted for Special Projects & Investigations	4,000	(1,492)			2,508	
		IN PROGRESS AT AUGUST 1, 2005						
Special	ALL	Confidential Reporting System (Hotline) Implementation	Special	200	In progress	178	22	0
Special	ALL	TeamMate Audit Software Implementation	Special	250	In progress	193	57	0
Special	N/A	UT Southwestern Peer Review	Special	27	Completed	27		0
Special	TTU	AMA Techtel Contract	Special	40	In progress	13	27	0
Special	TTU	Human Sciences Special	Special	20	Completed	20		0
Special	TTU	School of Art Procurement Card	Special	200	In progress	97	103	0
Special	HSC	El Paso Trust Fund Review	Special	41	Completed	41		0
Special	HSC	Amarillo Clinical Trials	Special	130	In progress	98	32	0
Special	HSC	Laser Vision Institute	Special	21	Completed	21		0
		BEGUN AFTER AUGUST 1, 2005						
Special	HSC	Student Health Services Cash Shortage	Special	80	In progress	56	24	0
Special	TTU	Housing Services	Special	120	In progress	96	24	0
Special	HSC	Amarillo Cash Controls	Special	80	In progress	30	50	0
Special	TTU	Mandatory Student Fees	Special	200	In progress	127	73	0
Special	N/A	UT San Antonio Peer Review	Special	80	In progress	1	79	0
Special	TTU	Chemistry Procurement Card	Special	3	Completed	3		0
Special	HSC	Odessa Physician Assistant Program Cash Shortage	Special					0
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	4,000	1,492		1,001	491	
		HIGHEST PRIORITY						
1	ALL	Endowment Spending	Compliance	200			200	0
1	TTU	Office of Student Financial Aid	Operational/Controls	500			500	0
1	TTU	Graduate-On-Time Contract	Controls	350	In Progress	356	20	(26)
1	TTU	Credit Card Customer Information Security	IT Controls	250			250	0
1	TTU	Information Technology General Controls Review	IT Controls	250			250	0
1	HSC	Odessa Operational and Financial Review	Operational/Financial	350	On Hold	87	263	0
1	HSC	Credit Card Customer Information Security	IT Controls	250			250	0
1	HSC	Information Technology General Controls Review	IT Controls	250	Planning	5	245	0
1	HSC	Institutional Animal Care & Use Committee (IACUC)	Compliance/Controls	350		5	345	0
1	HSC	Medical Practice Income Plan (MPIP) Trust Fund	Controls	500	In Progress	160	340	0
		HIGHEST PRIORITY TOTALS	3,250			613	2,663	(26)

PRIORITY	ENTITY	AUDIT AREA		BUDGETED HOURS	BUDGET ADJUSTMTS	STATUS AS OF NOV 1	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		MODERATE PRIORITY							
2	TTUS	Construction Management	Operational (assist)	40				40	0
2	TTU	Information Technology Risk Assessment	IT Risk Assessment	80				80	0
2	TTU	Financial Affairs	Operational/Controls	300				300	0
2	TTU	Library Financial Review	Financial/Controls	250				250	0
2	TTU	Student Recruiting and Admissions Process	Operational	350				350	0
2	TTU	Academic Advising Processes	Controls/Consulting	350				350	0
2	HSC	El Paso and Border Funding	Compliance/Controls	350				350	0
2	HSC	Health Care Systems (Medical Examiner's Office Business Processes)	Operational	500		In Progress	184	316	0
2	HSC	Information Technology Risk Assessment	IT Risk Assessment	80				80	0
2	HSC	Institutional Review Board	Compliance/Controls	300				300	0
2	HSC	School of Medicine	Compliance/Controls	400				400	0
		MODERATE PRIORITY TOTALS		3,000			184	2,816	0
		LOWER PRIORITY							
3	TTUS	Follow-up on 2004 Fraud Prevention & Elimination Rpts to Gov	Compliance	200		In Progress	187	13	0
3	TTUS	Fraud Risk Assessment	Risk Assessment	250				250	0
3	TTU	Information Technology Help Central	Operational	200				200	0
3	TTU	Student Course Fees	Compliance	150	100	In Progress	174	76	0
3	TTU	President's Office Financial Review	Financial	200				200	0
3	TTU	Academic Advising Financial Review	Financial	150				150	0
3	HSC	Grant Expenditures	Compliance	150		Completed	291		(141)
3	HSC	Information Technology Help Desk	Operational	200				200	0
3	HSC	IDX and Related Controls	Controls	180				180	0
		LOWER PRIORITY TOTALS		1,680	100		652	1,269	(141)
		OTHER VALUE-ADDED WORK							
		Total hours budgeted for Other Value-Added Work		750	(236)			514	
Other	ALL	Cash Handling and Control Environment Workshops			32	In Progress	32		
Other	ALL	Ethics Workshop							
Other	ALL	Short / Intermediate Term Investment Advisory Committee							
Other	ALL	Social Security Number Elimination Committee							
Other	ALL	Banner Student Information System Committee (CUBITS)			4	In Progress	4		
Other	TTU	Quality Service Award Committee							
Other	HSC	HIPAA Committee							
Other	ALL	Enterprise Risk Management							
Other	N/A	Professional Organizations (ACUA, TACUA, TSCPA, SAIAP)			17	In Progress	17		
Other	ALL	Status Report Preparation			8	In Progress	8		
Other	N/A	Other Miscellaneous Projects			116	In Progress	116		
Other	ALL	Risk Dictionary			59	In Progress	59		
		OTHER RELATED WORK TOTALS		750	236		236	-	
		TOTAL ENGAGEMENT HOURS		16,095	75		3,693	12,670	(193)
		ADDITIONAL PROJECTS NOT ON PLAN							
4	ALL	Fraud Risk Management		1,000	Walkthroughs & control work in areas identified through risk assessment				
4	TTUS	Construction audits (specific projects)		500	Outsourcing possibility				
		EXTRA AUDIT HOURS NEEDED		1,500					
		KEY							
	TTUS	Texas Tech University System							
	TTU	General Academic Campus							
	HSC	Health Sciences Center							
	TTU & HSC	Areas with parallel functions or shared responsibility							
	ALL	Areas that will affect all institutions or that will be performed concurrently							
	N/A	Work that is not attributable to a particular institution or campus							
Required	Audits that are mandated by law, OPs, standards, contracts, etc. Will be performed based on timing of external deadlines.								
Prior Year	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.								
1	Engagements that were deemed most critical per the risk assessment at August 1.								
2	Engagements that were deemed to be moderately critical per the risk assessment at August 1.								
3	Engagements that were deemed least critical per the risk assessment at August 1.								
4	Areas of exposure that need attention, but have not been included on the official plan because of lack of resources.								
Special	Investigations and Special Projects								
Follow-up	Unplanned Follow-up Work								
Other	Other projects, including committee service, class development and instruction, etc.								



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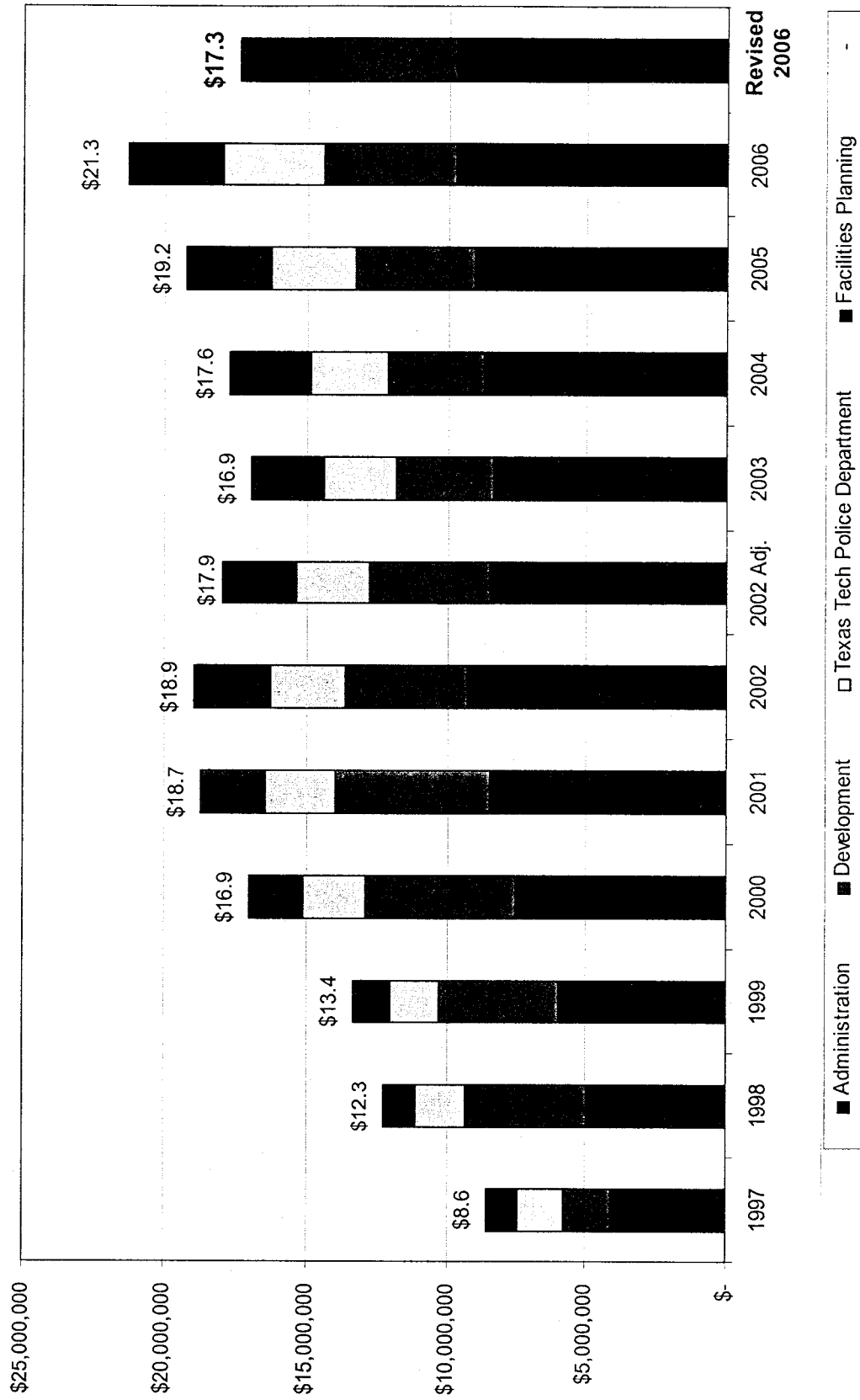
Texas Tech University System Revised 2006 Budget

Jim Brunjes
Senior Vice Chancellor
and Chief Financial Officer



TEXAS TECH UNIVERSITY SYSTEM™

Texas Tech University System Administration





TEXAS TECH UNIVERSITY SYSTEM

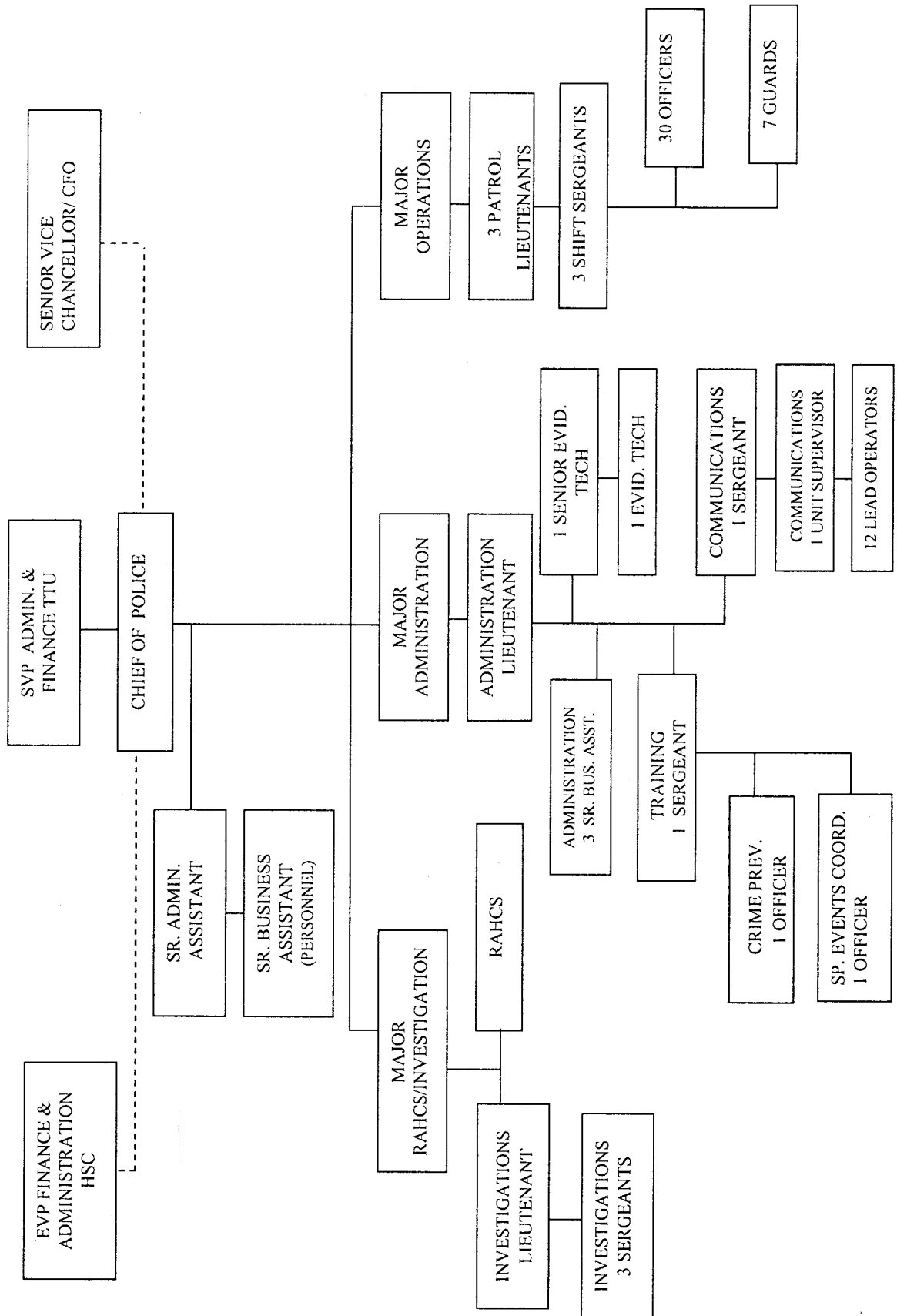
Texas Tech University System Administration

Major Changes	
Original Budget	21,278,265
Transfer of Police Department	(3,596,986) From System to Texas Tech University
Institutional Advancement	(200,000) Fund One-Time Cost for System Upgrade (100,000) Fund Consultant, if needed
Facilities Planning and Construction	(140,000) Defer Filling Positions (pending TRB approval)
Revised Budget	<u>17,241,279</u>
Total Net Reduction	(4,036,986) -19.0%



TEXAS TECH UNIVERSITY SYSTEM™

TEXAS TECH SYSTEM POLICE DEPARTMENT MASTER ORGANIZATIONAL CHART





TEXAS TECH UNIVERSITY SYSTEM

TEXAS TECH POLICE DEPARTMENT
UNIFORM PATROL DIVISION
POLICE STAFFING STUDY
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
SEPTEMBER 2005

Total calls for service	30,784
Average time per call	x .68

Hours expended on calls	20,933
Buffer time	x 3

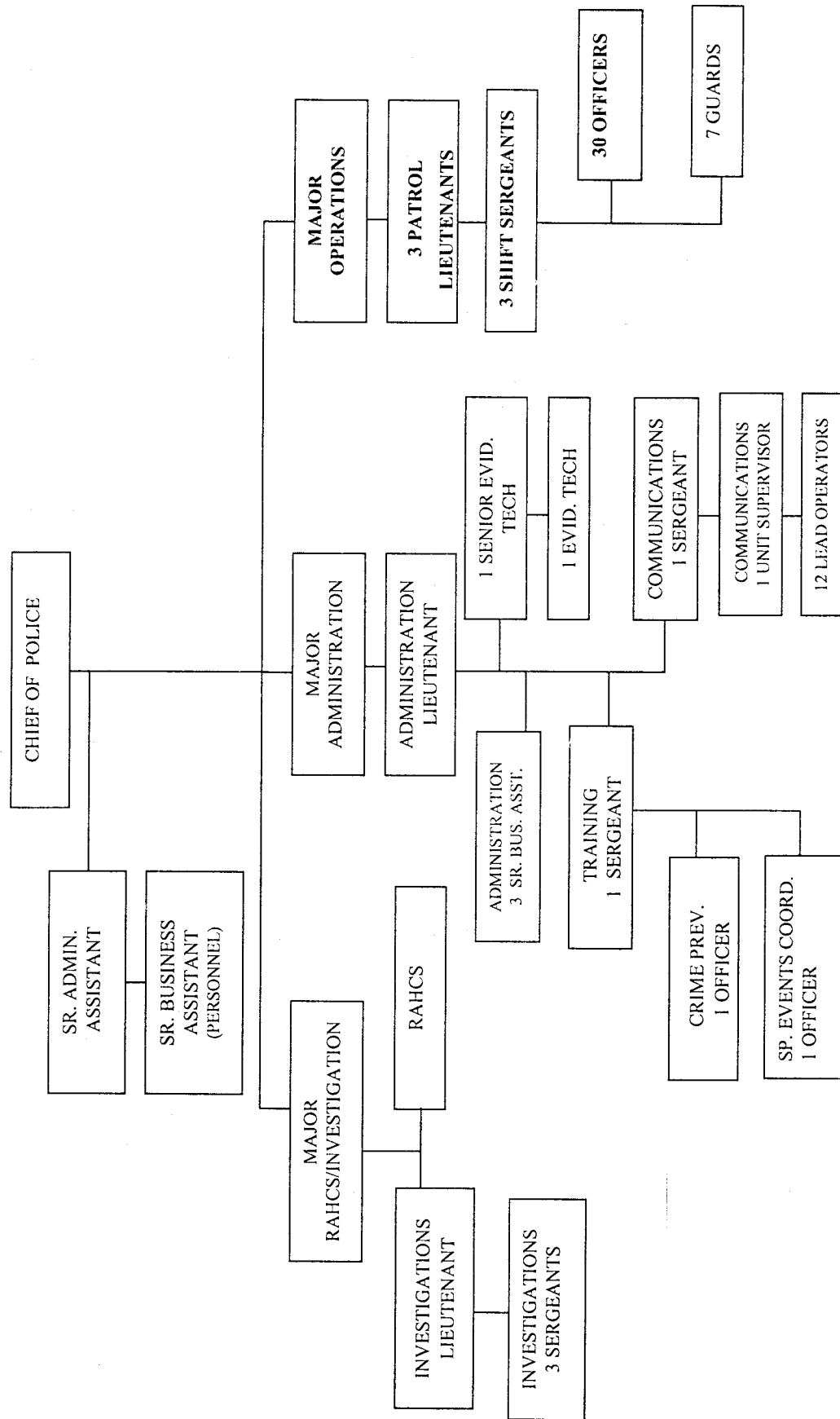
Adjusted hours expended on calls	62,799
Annual personnel hours	/ 1,736

Officer elements required	36.1 Officers
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TEXAS TECH UNIVERSITY SYSTEM™

TEXAS TECH SYSTEM POLICE DEPARTMENT MASTER ORGANIZATIONAL CHART

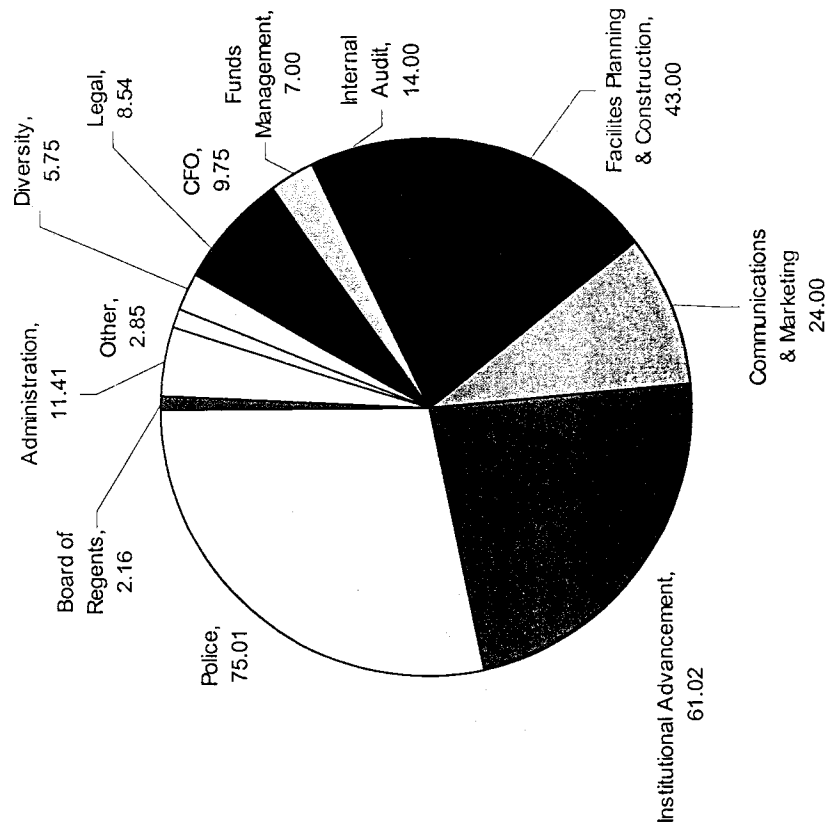




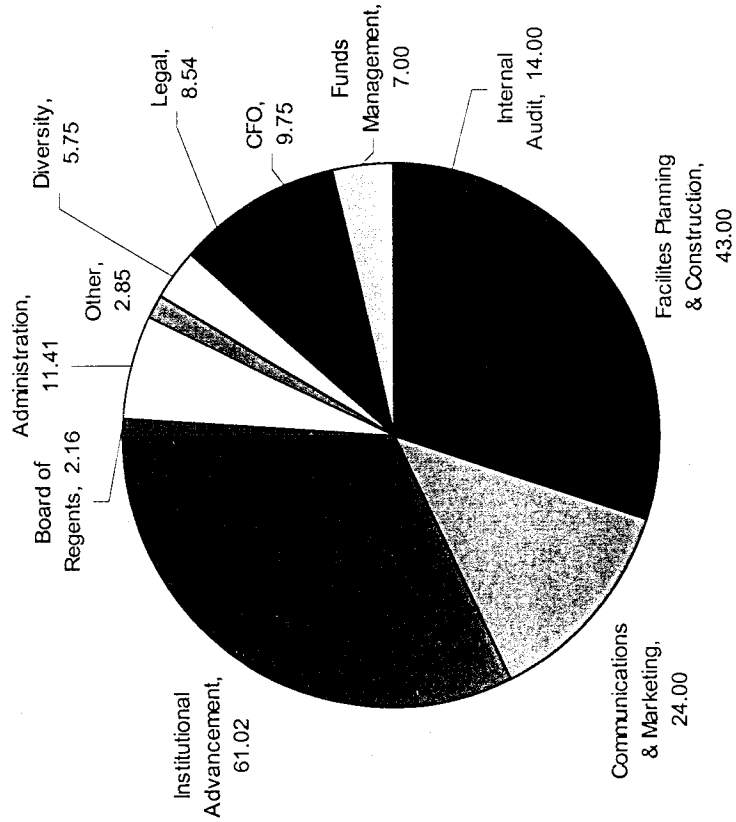
TEXAS TECH UNIVERSITY SYSTEM™

Texas Tech University System Administration FY 2006 Budgeted FTEs

**TOTAL (E&G + Designated)
264.48 FTEs**



**TOTAL (E&G + Designated)
189.47 FTEs
Revised**



President's Report
Texas Tech University
Board of Regents Meeting
November 4, 2005

President Whitmore distributed a handout outlining the outstanding contributions of our faculty and students. Dr. Whitmore urged the members of the board to read the information which highlights the quality of faculty and students here at Texas Tech University.

Dr. Whitmore also distributed copies of a newsletter from the Graduate School. He noted that this is a very important part of the university. We are working to emphasize more as we develop our research and graduate programs. He noted that this newsletter contains some interesting stories about the Graduate School.

Dr. Whitmore responded to a question asked during yesterday's committee meetings by Regent Sitton relating to the graduate programs at Texas Tech. Dr. Whitmore pointed out that the newsletter explains the review, made every six years, which determines the quality of the program and which permits the university to make adjustments, accordingly. We have done that internally for years and we are now starting to have some outside reviewers come in and look at the individual graduate programs. It is a quality control issue and an issue of decisions about where we are going to put future resources.

Regent Griffin asked Dr. Whitmore to inform the board regarding the present situation of the Phi Beta Kappa Chapter. Dr. Whitmore responded that all of the preliminary stages have been completed. A successful site visit was made and the follow up review was positive in nature. The next step will be the meeting of the Phi Beta Kappa congress to be held next summer. The congress only meets every three years. The congress will vote on accepting new members. We are one of six groups that will be brought forward to the congress. Until they vote, we will not know whether or not we will have a Phi Beta Kappa Chapter on the Texas Tech campus. Dr. Whitmore informed the board that he plans to attend the meeting, along with other Texas Tech faculty who are members of Phi Beta Kappa. A regent would be welcome to attend the meeting of the Phi Beta Kappa congress session this next summer.

Regent Griffin asked if the Phi Beta Kappa congress is limited in the number of chapters that can be approved. Dr. Whitmore confirmed that they could approve all six, most of which are approved as a rule.

Regent Griffin noted that once an applying chapter reaches the final stage of approval, acceptance is most certainly achieved. Dr. Whitmore agreed and noted that it is a very democratic congress made up of a large group of participants—each of which has an individual vote.

This concludes my report.

President's Report
Texas Tech University Health Sciences Center
Board of Regents Meeting
August 4, 2005

President Wilson reported that the kickoff event for the Infinity Campaign was held in El Paso on September 22. The Infinity Campaign is a \$25 million campaign and we are well on our way to achieving the goal.

There will be a groundbreaking ceremony on December 1 for the Medical Education Building in El Paso.

Regent Serna requested information concerning the public events scheduled around the December 1 event and asked how the regents might participate. Regent Serna noted that this will be a state-wide, historic event and he stressed the importance of hosting a quality event. Dr. Wilson responded that the event will actually be the second groundbreaking ceremony to be held at the site. Typically, we will have regents in attendance. Chairman Francis is planning to attend and we will have other prominent people from El Paso in attendance who have been involved in the process. We certainly invite the press, university officials and interested individuals from the community. After the press portion is completed, we typically do not have a reception. However, we are still in the planning stages for this event and we can modify plans as needed. Invitations are being sent out at this point.

Chairman Francis added that the kickoff campaign for the \$25 million fund raiser was a very good event and it was very well attended. There was excitement in El Paso about the event. The level of support that we have seen from the community is the second largest fund raising campaign in El Paso history and it well on its way to wrapping up in about six more months. It is going well. Dr. Wilson noted that at the time of the kickoff, we had raised \$15,313,000 over the past year. The silent phase of the campaign began about a year ago. Since that time, we have acquired approximately \$1.3 to \$1.4 million. We are nearing \$16.7 million toward the \$25 million goal.

Regent Serna asked if a ribbon cutting ceremony is being planned for the Research Building. Chairman Francis noted that since the third floor is being finished out, the completion date is being pushed back. Dr. Wilson stated that it was anticipated that the project would be completed by the end of the year, but with the third floor completion, it will probably be another six months or so before completion. Mr. Ellicott added that we are planning to have a grand opening celebration for the Medical Science Building on January 31, 2006. It is anticipated that the third floor will be complete by the end of July. This would give us another opportunity for a celebration in the building and an opportunity to recognize El Paso Electric's contribution to that facility.

Regent Serna asked if the events coincide with scheduled board meetings and would the possibility exist to schedule an out-of-town board meeting to highlight the emphasis

of the upcoming events. Chairman Francis agreed that the possibility could be given additional consideration.

Regent Black asked about the possibility of the legislature granting us the money to proceed with hiring faculty and also asked if the community's enthusiasm has waned for the project in El Paso. Dr. Wilson stated that he did not think so. He added that it has been up and down for a while now. We have been trying to emphasize that we are continuing on. We will continue to raise money. We will continue to complete the building. We will make some very important key hires with the money that we have raised and we will continue on. Let the legislators do as they will. Hopefully, we will remain optimistic and we continue to communicate that optimism wherever we go.

Chancellor Smith noted that Regent Serna and Chairman Francis have both said that these kind of events and celebrations that keep momentum and focus on the project are important. That helps the staff and it certainly helps us in the policy realm. In addition, we need to continue to describe this as a process that improves our standing across the breadth of the system. Indeed, this impacts Lubbock, Amarillo and the Permian Basin because of the distribution of medical students. The relevance of this is not just isolated to El Paso. Sometimes we need to remind ourselves and the state of that because it can help us in the support we have politically.

Chairman Francis pointed out that many times when we are going through this process and sometimes he gets a little "down," one only has to look at the book, *Eye of the Storm*. What we are going through in this process is really so much more simple than what Lubbock when through to get the original Medical School. He noted that he recently met with the Governor who relayed an analogy about children constantly asking, "Are we there yet?" while traveling on a road trip with their parents. It is the same thing with the medical school in El Paso. All of us know that this medical school is going to happen. There is a process that must take place that we are currently working through and we will get there. There is confidence in the top levels of our state and around our state. This is going to happen. It is just a process.

Dr. Wilson responded that it would be inaccurate to say that there have not been disappointments involved with the project, particularly right after the legislative session ended. It was big disappointment, but we have picked up the enthusiasm again. There is an attitude of "wait and see" right now in El Paso.

Regent Black commented that opportunities for public demonstrations of support and progress being made are very important in the overall process. Regent Black noted that a critical path plan was presented a year or so ago that showed the opening session or class of the medical school and he asked if that information has changed. Dr. Wilson stated that it has not been changed yet because we are still waiting to see what happens in terms of the special session. Depending on when they meet and how much we get--if anything—then we will modify the time line as necessary. There are so many scenarios at the present time that we would have to have ten different versions. Dr. Wilson noted that Regent Black's point is very well taken and that is why we decided to have the campaign. There was a lot of sentiment to not have the kick off of the campaign until we were sure what was going to happen, but we decided to go ahead

and do that for those exact same reasons and we wanted to show that we are still continuing on and present a very positive face. There will be other opportunities. The January 31st ceremony is one that has been mentioned previously. Of course, there will also be another ceremony when the Research Building is completed.

Regent Black noted that his sense of the board is that they are certainly prepared and want to support the public image of this in El Paso.

This concludes my report.

Chancellor's Report
Texas Tech University System
Board of Regents Meeting
November 4, 2005

Dr. Smith reported that the endowment numbers as reported by Mr. Brunjes represents substantial progress and we can never be content. But, we have also passed recently the University of Houston as well as Iowa State. That is significant for other reasons; especially as we look at what is happening within the state with regards to a possible realignment and issues relevant to higher education over the next four to five years. The regents professorships and chairs—those matching programs—are a significant contribution to those endowments. The choice to put money into endowments for scholarships and for faculty and for faculty growth is also a clear demonstration of one of this administration's chief priorities which is academic quality. Dr. Smith thanked the regents for their vision in allowing us to use those dollars on a match basis so that we could continue to push forward. Other opportunities as they come about will be important as well. So, as we continue to build the endowments we are leaving this place better than we found it. It is going to be important that we have those dollars in the out years, not just the year-in and year-out dollars that we have to spend. Dr. Smith commended the regents for their vision and support for the regents professorship.

Secondly, Dr. Smith wanted to reinforce something that Nathan Nash talked about and that is to make a request to the board that we have one of the committees focus on the matter of recycling. This is important because of what is going on in the world right now including everything from what is happening in petrochemicals and their relationship to plastics, etc. We did this many years ago, but it may be worth the effort once more for us to bring to the board some proposals relative to recycling and promoting a green environment here at Texas Tech. Dr. Smith recommended that one of the committees take that on as an issue and begin to work it through the process.

This concludes my report.