Sul Ross State University, located in Alpine in Brewster County, was created by an act of the 35th Legislature in 1917 as a state normal college to train teachers. Named for Lawrence Sullivan Ross, Governor of Texas from 1887 to 1891 and President of Texas A&M College from 1891 to 1898, the institution was the successor to Alpine Summer Normal School. The bill creating the institution provided that the residents of the town would provide land, water, and utilities for the college and housing for the students. This condition was met, and following a delay occasioned by World War I, the Legislature in 1919 appropriated $200,000 for buildings and equipment. Construction proceeded, and under the presidency of Thomas J. Fletcher, Sul Ross State Normal College began operations in the present Dolph Briscoe, Jr., Administration Building on June 14, 1920.

Seventy-seven students enrolled in the summer of 1920. They studied education and liberal arts subjects leading to teaching certificates and junior college diplomas. In 1923, the Legislature changed the name of the institution to Sul Ross State Teachers College, and advanced courses leading to baccalaureate degrees were added. The first baccalaureate degree was awarded in the summer of 1925. In 1930, course work at the graduate level was initiated, and the first master's degrees were awarded in 1933. By 1985, 10,925 bachelor's degrees and 4,862 masters' degrees had been conferred.

Under the leadership of President Horace W. Morelock from 1923 to 1945, the curriculum was expanded, additional academic buildings and dormitories were constructed, the college was admitted into membership in the Southern Association of Colleges and Secondary Schools, and enrollment increased to approximately 500 students. A decline in enrollment during World War II threatened the continued operation of the college but was offset by the establishment of a successful U.S. Navy pilot training program and a Women's Army Corps Training School on campus, bringing more than 1,500 military trainees and officers to Sul Ross.

Following the war, the return of veterans increased the annual enrollments and prompted the expansion of the curriculum. Richard M. Hawkins became president in 1945, and the college was reorganized into divisions of Fine Arts, Language Arts, Science, Social Science, Teacher Education, and Vocations. Then in 1949, in recognition of the broadened mission of the institution to prepare students for a variety of careers and occupations, the name was changed to Sul Ross State College.

The enrollment grew to more than 1,000 in 1960 and to over 2,000 in 1970. During the presidencies of Bryan Wildenthal and Norman L. McNeil between 1952 and 1974, the academic programs continued to be strengthened; new fine arts, physical education, science and range animal science buildings and a new library were constructed; and several new degree programs were begun. In 1969, the Legislature again changed the name of the institution, this time signifying full state-university status by the name – Sul Ross State University. The 1970s were years of stable or declining enrollments caused by the opening of several new colleges in West Texas. The general education requirements were revised; new degree programs were added in criminal justice, business
administration, and geology; in 1973 an off-campus study center was established on the campus of Southwest Texas Junior College in Uvalde to provide opportunities for residents of the thirteen county Middle Rio Grande region. With campuses in Uvalde, Del Rio, and Eagle Pass, Sul Ross allows citizens of the area to pursue courses of study leading to one of eleven undergraduate or seven graduate degrees in education, liberal arts, or business administration. The Legislature appropriated more than $10,000,000 to renovate and modernize the academic buildings, and personnel changes brought to the University a new generation of faculty consisting, in 1985, of approximately 100 persons, of whom 74% held the doctorate.

The Sul Ross State University Rio Grande College, an upper-level component of the University, offers junior, senior, and graduate work in selected programs in Del Rio, Eagle Pass, and Uvalde and is headquartered on the campus of Southwest Texas Junior College.

Early in its history, Sul Ross became the cultural and educational center for the mountainous, remote Big Bend region. The state-supported Museum of the Big Bend was established in the 1930s as a depository for materials which depict the multi-cultural society and history of the Big Bend region, and in 1976, the Archives of the Big Bend in the Bryan Wildenthal Memorial Library was organized to provide a permanent depository and research facility for regional manuscript collections.

As it approaches its centennial, the University promotes scientific research in biology, geology, and range animal science, with particular emphasis on Chihuahuan Desert studies, and is involved in cooperative projects with the private non-profit Chihuahuan Desert Research Institute. Through the University's Center for Big Bend Studies, research and educational activities are conducted in the historical, cultural, and economic development of the Trans-Pecos region and adjacent areas in Mexico and New Mexico. The Outdoor Summer Theatre of the Big Bend performs for hundreds of visitors each year, and musical productions and athletic events are popular attractions. The University was a founding member of the non-scholarship American Southwest Conference and was the birthplace of the National Intercollegiate Rodeo Association.

All of these activities complement the educational programs of the University, which, in 2005, included 32 undergraduate major fields and 20 graduate fields, involving approximately 2,000 students on campus and 1,100 in the Rio Grande College. The governing body of the University is the Board of Regents, Texas State University System.

1.02 MISSION OF THE UNIVERSITY (APM 1.02)

The ultimate goal of higher education is to produce graduates who will be effective leaders in their chosen professions, valued members of their communities, and responsible citizens of the world.

Sul Ross State University is a coeducational, comprehensive, public institution of higher education offering certificate programs and associate, baccalaureate, and master’s degree programs. The mission of Sul Ross State University and Sul Ross State University-Rio Grande College is to include the following structure in all of its academic programs:

From the core curriculum, students will acquire a common set of intellectual, physical, and aesthetic experiences designed to foster a broad appreciation for the human experience. Graduates will be expected to demonstrate the critical thinking skills, oral and written communication skills, and quantitative literacy that will be required for them to become effective leaders. Moreover, graduates will possess the in-depth knowledge necessary to either enter professions that are related to their areas of specialization, to achieve advanced levels of professional development, or to enter and successfully complete graduate programs of study.

As part of their education, students will develop qualities of good citizenship, qualities which include an appreciation for and commitment to performing their work conscientiously; the ability to recognize, respect, and understand cultural diversity; and the ability to recognize the implications of what they believe. Most importantly, they will acquire the skills and techniques which enable them to engage in self-learning and a spirit of intellectual curiosity leading to independent and purposeful life-long learning.

In order to guarantee that this mission is carried out in the spirit of the goals of higher education, Sul Ross State University has three major functions:

1. **To enable optimal teaching and learning** through quality faculty and staff, exceptional facilities, technology, and instructional resources, and effective student support services;

2. **To support research** which advances knowledge, enriches teaching, encourages professional development, and utilizes the distinctive environment of the Big Bend and Middle Rio Grande areas of Texas; and

3. **To serve as a resource for enrichment** of the cultural, intellectual, social, and economic life of citizens of the region.
Sul Ross State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate, bachelor's, and master's degrees.

SACSCOC
1866 Southern Lane,
Decatur, Georgia, 30033-4097
Telephone number:  404-679-4500

The Teacher Education program offered at Sul Ross State University is approved by the Texas Education Agency.

The University currently holds memberships in the American Association of State Colleges and Universities, the Hispanic Association of Colleges and Universities, the Association of Texas Graduate Schools, the American Southwest Conference, the Texas Space Grant Consortium and the American and Texas Library Associations.
The campus of Sul Ross State University consists of approximately 600 acres and numerous buildings, including ten academic classroom buildings, the Bryan Wildenthal Memorial Library, a maintenance complex, a student center, three residence halls, over 100 apartments, and the President's Home.

- The **Barton H. Warnock Science Building** features labs, an observatory, and other facilities for chemistry, physics, geology, and several branches of biology, including botany, zoology, microbiology, and molecular biology. The science building houses the Biology Department and the Earth and Physical Sciences Department.

- The **Turner Range Animal Science Center** houses the university’s animal science and natural resource management departments. It includes an animal health clinic, an equine science center, swine production facilities, farrier technology programs, meat processing facilities, and modern, well-equipped laboratories.

In 2001, the 77th Legislature provided more than $17 million for a renovation and addition to the Warnock Science Building and a renovation and addition to the Turner Range Animal Science Center.

- The **Bryan Wildenthal Memorial Library**, with its state-of-the-art automation technology, also houses the Archives of the Big Bend, the Office of Information Technology Media and Instructional Technology Services. In 1997, the 75th Legislature provided resources for an expansion of the Wildenthal Library. Renovation and the addition of a third floor to the Wildenthal Library were completed in 2001.

- The **Academic Computing Resource Center** is home for the University's modern computer laboratories, available for student, staff, or faculty use. In addition, the building contains the Computer Science and Mathematics departmental offices, tutorial areas and classrooms, the Title V Science Initiative, and the Chihuahuan Desert Resource Conservation and Development Area, Inc.

- The **Morelock Academic Building** contains the Languages and Literature Department, the Education Department, the Criminal Justice Department and Law Enforcement Academy, the Office of the Dean of Professional Studies, and the Mary Thomas Marshall Auditorium.

- In 1997, the 75th Legislature provided resources for the conversion of **Ferguson Hall** from residential to academic use. Ferguson Hall now includes the Center for Big Bend Studies, the Academic Center for Excellence, Student Support Services, Counseling and Prevention Services, the Office of the Dean of Arts and Sciences, the Title V Program, and the Vocational Nursing Department.
· The **Francois Fine Arts Building** houses the University's Art Gallery, the Studio Theatre, and the Fine Arts and Communication Department, classrooms, and studios, along with facilities for SRTV and KSRC-FM Radio.

· The **Briscoe Administration Building** is home to most central administrative offices as well as Recruiting and Admissions, the Registrar, Financial Assistance, News and Publications, the Purchasing Department, the Business Administration Department, the Controller’s Office, Human Resources, the Department of Public Safety, and the offices of the Provost and Vice President for Academic and Student Affairs, the Vice President for Business Affairs, the Vice President for Administrative Services, and the President of the University.

· In 1993, the 73rd Legislature provided resources for the renovation and conversion of **Lawrence Hall**, a residence hall originally built in the late 1930s. Lawrence Hall is currently home to the Center for Enrollment Services, which contains Records and Registration and Financial Aid, and the Lobo Den and the Lobo Den Smart Room, designed to assist new students with their transition to college. It also houses the Behavioral and Social Sciences Department and features a Cactus Garden Laboratory in front of the building.

· The **McCoy Building** houses the Museum of the Big Bend. The building was constructed in 1937 with funding from the Texas Centennial Commission and the WPA and first housed the Big Bend Memorial Museum, created with the collections of the West Texas Historical and Scientific Society. In later years, the Museum of the Big Bend was housed elsewhere on campus, and the building served as the Student Union Building until the completion of the University Center in 2000. In 2002, Sul Ross received its largest private contribution commitment from Emmett and Miriam McCoy, a contribution which launched a major fundraising campaign to renovate and restore the building. The structure was enlarged and completely renovated in 2006, and the Museum of the Big Bend was moved back into the building in 2007. The Emmett and Miriam McCoy Building is the only native-rock structure left on the Sul Ross State University campus.

· In 1995 and 1997, the 74th and 75th Legislatures appropriated funds for the construction of a 51,719 square foot **Morgan University Center**. The University Center (UC), constructed in 1999, is the center of campus life and serves as the community center for members of the University family, including students, faculty, administrators, alumni, guests, and visitors. The UC includes conference facilities, meeting rooms, indoor and outdoor dining facilities, a game room, the campus bookstore and post office, office spaces for the Student Government Association, Campus Activities, Student Health Services, Student Life, Career Services and Testing, Alumni Affairs, and the UC Coordinator.

· In 1997, the 75th Legislature provided resources for the construction of the **Pete P.**
Gallego Center, an 81,000 square foot multi-purpose special events center, home to sporting events and other major activities at the University. The center, which was completed in 2001, provides seating for 3,900 persons when used for commencement or concerts or 3,200 permanent armchair seats for competition basketball and other sporting events. The center also houses offices for Athletics Programs and the Physical Education Department.

- The Graves-Pierce Recreational Sports Complex contains an indoor pool, gymnasium, classrooms, weight rooms, racquetball courts, and an exercise track. It also houses the offices of Recreational Sports Programs and is adjacent to seven tennis courts that were constructed in 1996.

- Major facility expansion programs have been initiated at Rio Grande College. In 2001 over 13,000 square feet of classroom, computer lab, and office space was dedicated in Eagle Pass. In 2003 over 33,000 square feet of classroom, computer lab, science/nursing lab, and faculty and general office space were added to the facility in Del Rio. In 2008, a third campus complex was opened in Uvalde. This 30,000-square-foot facility includes classroom, computer lab, and faculty and office space.

- The Physical Plant Complex is the center of many of the University’s operations. The Print Shop and Central Receiving Department are located here, along with many of the Sul Ross Maintenance Departments.

- The Industrial Technology Building is home to the university’s Industrial Technology Department and numerous programs. It contains several labs and tech-classrooms.

- The Lobo Village, the result of a 2004 development agreement for new housing on the University campus, provides student housing for the University and includes two three-story, 250-bed residence hall complexes, 60 new efficiency apartments, and 40 apartments for married students, all in an area that was previously the location of Smith and Marquis halls, the Rock Cottages, and the Brick Cottages. A few of the Brick Cottages have remained for historic and aesthetic purposes. The complex includes a community center with a computer lab/study area, a multipurpose room with kitchen, and office space for the complex management and is located between the Graves-Pierce complex and the Physical Plant facilities.

University dramatic and musical events are staged at the Studio Theatre, the Mary Thomas Marshall Auditorium, and the Outdoor Theatre of the Big Bend, an open-air theatre used in the summer.

Football and track and field events are held at Jackson Field, with baseball at Kokernot Field, and activities of various types are held in the historic Kokernot Lodge. The birthplace of the National Intercollegiate Rodeo Association, the University hosts an NIRA rodeo on campus each year in the covered San Antonio Livestock Exposition Arena. The University is a member of the
American Southwest Conference, participating in non-scholarship competitive sports events for both men and women under the auspices of the NCAA Division III. Sponsored sports include basketball, volleyball, football, baseball, softball, tennis, and cross country.

In 2001, Sul Ross State University acquired the old Centennial School property in Alpine and began the process of restoring it for use by the University. Centennial School now houses the Big Bend Region Minority and Small Business Development Center and costume storage for the SRSU Fine Arts Theatre Department, along with space for various grant-based programs and research projects of the Center for Big Bend Studies and other state and local government agencies.
The organization, control, and management of Sul Ross State University are vested by the State of Texas in the Board of Regents, Texas State University System. The Board is composed of nine members appointed by the Governor with the advice and consent of the Texas Senate. Three members of the Board are appointed biennially to serve for terms of six years.

The office of the Board of Regents is in Austin, Texas, where the Chancellor of the Board coordinates the affairs of the Board for Lamar University - Beaumont, Lamar University Institute of Technology, Lamar University - Port Arthur, Lamar University - Orange, Sam Houston State University, Texas State University - San Marcos, and Sul Ross State University – Alpine and Rio Grande College. The Board holds quarterly meetings for the transaction of business pertaining to the affairs of the Texas State University System. The meetings of the Board normally are held on the campus of one of the component universities.

Eleven standing committees are appointed annually by the Board's chairperson. The Chairperson of the Board is an ex-officio member of all committees. The eleven committees are as follows: (1) Curriculum Committee, (2) Planning and Construction Committee, (3) Finance Committee, (4) Rules and Regulations Committee, (5) Governmental Relations Committee, (5) Minority Enhancement Committee, and (6) five Local Committees—one for the Lamar components and one for each of the four other institutions in the Texas State University System.

The Rules and Regulations, The Texas State University System constitutes the final authority on all matters related to the operation and management of Sul Ross State University. In the case of conflict between the Rules and Regulations and the University policies and procedures in this manual, the Rules and Regulations which are in effect when the conflict arises shall prevail. The faculty are presumed to be knowledgeable about the Rules and Regulations. The Rules and Regulations are on file at the circulation desk and in administrative offices in the Bryan Wildenthal Memorial Library, as well as being available online.

A. System Executive Positions

Executive positions serving the Board of Regents, Texas State University System, include the Chancellor, Vice Chancellor and General Counsel, Associate Vice Chancellor for Govermental Relations, Vice Chancellor for Finance, Director of Audits and Analysis, Director of Govermental Relations, Director of Planning and Construction, and Vice Chancellor for Academic Affairs.

1. The Chancellor administers the affairs of the Board for the component institutions of the Texas State University System, including advising and assisting the Board and the universities in legal, financial, personnel,
2. The Vice Chancellor and General Counsel performs his or her duties under authority delegated by the Board through the Chancellor. The General Counsel is generally responsible for reviewing all legal items that come before the Board and for providing legal assistance to the Board and to the universities when required. In addition to legal responsibilities, the Vice Chancellor and General Counsel shall be the System’s Compliance Officer for affirmative action, equal employment, accessibility for the physically impaired, ethics, and other governmentally imposed requirements.

3. The Associate Vice Chancellor for Governmental Relations performs his or her duties under authority delegated by the Board through the Chancellor. The Associate Vice Chancellor's primary responsibilities are in the legal and legislative areas, assuming a major role in the Vice Chancellor and General Counsel responsibilities and supporting the Director of Governmental Relations.

4. The Vice Chancellor for Finance performs his or her duties under authority delegated by the Board through the Chancellor. The Vice Chancellor for Finance is generally responsible for reviewing all financial matters that come before the Board and for assisting the universities on financial matters, including providing the required material for the Board Finance Committee. The Vice Chancellor for Finance shall also assist both internal and external auditors and the Director of Audits and Analysis with component institution audits.

5. The Director of Audits and Analysis performs his or her duties answerable directly to the Board of Regents through the Finance Committee and is under the day-to-day supervision of the Chancellor. The Director of Audits and Analysis is generally responsible for the System's internal audit function and performs special studies and analysis of data as directed by the Board and/or Chancellor.

6. The Director of Governmental Relations performs his or her duties under authority delegated by the Board through the Chancellor. The Director of Governmental Relations is generally responsible for reviewing, assisting and advising with matters involving governmental entities, legislation, biennial appropriation requests, legislative presentations and public affairs.

7. The Director of Planning and Construction performs his or her duties under authority delegated by the Board through the Chancellor. The Director of Planning and Construction is generally responsible for
assisting and advising on matters involving planning and construction on the component campuses. He or she is responsible for coordinating and directing such construction projects, which shall not be planned, bid, or constructed without his or her prior knowledge and oversight.

8. The Vice Chancellor for Academic Affairs performs his or her duties under authority delegated by the Board of Regents through the Chancellor. As the chief academic officer of the Texas State University System, The Vice Chancellor for Academic Affairs provides system-wide leadership, assistance, and coordination among the system component institutions in maintenance, enhancement, and promotion of academic and research programs; represents the system on academic matters before professional, grant-making, regulatory and oversight bodies; and generally enhances the system’s teacher education mission.

B. Members of the Texas State University System Board of Regents and Chancellor:

1. Board of Regents

Terms Expire, February 1, 2015:

Kevin J. Lilly, Houston
Vice Chairman Ron Mitchell, Horseshoe Bay
David Montagne, Orange

Terms Expire, February 1, 2017:

Dr. Jaime Garza, San Antonio
Rossanna Salazar, Austin
Chairman Donna N. Williams, Fort Worth

Terms Expire, February 1, 2019 (subject to Senate confirmation):

Charlie Amato, San Antonio
Vernon Reaser, III., Bellaire
William F. Scott, Nederland

Student Regent Term Expires 5/31/2014:
Matthew Russell, San Marcos

2. Chancellor - Dr. Brian McCall
C. Contact Information

Thomas J. Rusk Building
208 E. 10th Street, Suite 600
Austin, Texas 78701-2407
Phone: (512) 463-1808
FAX: (512) 463-1816
The officers of central administration at Sul Ross State University include the President of the University, the Provost and Vice President for Academic and Student Affairs, the Vice President for Finance and Operations, the Vice President for Enrollment Management, the Associate Provost and Dean of Rio Grande College and the Chief Information Officer. Each executive level staff oversees a major area of responsibility and reports directly to the President. The responsibility for the daily operation of the Internal Audit department is assigned to the President.

The officers of central administration comprise the Executive Cabinet of the University which is presided over by the President, or in his absence, the Provost and Vice President for Academic and Student Affairs. The purpose of the Executive Cabinet is to study, review, and make recommendations on matters referred to the Cabinet by the President; to consider matters brought to the Cabinet by members; to consider university-wide issues and make recommendations to the President; to disseminate information on University activities; and to coordinate university-wide activities and policies.

1. President of the University - is directly responsible to the Board of Regents, Texas State University System, by whom he is employed. He is charged with the responsibility of developing and maintaining efficiency and excellence within the University. All administrative channels--academic, student, and fiscal--are ultimately responsible to the President who accepts responsibility for all facets of the University's operations. The President speaks for the University in its relations with the Texas Higher Education Coordinating Board, with members of the State Legislature, and with the Governor and the Governor's staff. Six administrative officers report directly to the President: the Vice President for Academic and Student Affairs, the Vice President for Finance and Operations, the Vice President for Enrollment Management, Chief Information Officer, Associate Provost and Dean of Rio Grande College, and the Director of Audits and Analysis. In addition to the above named administrators, the President also oversees the following special reports:

   a. Associate Vice President for Advancement and University Relations – is responsible for all advancement efforts for all components of the University; planning and management of key aspects of the University's resource development and fund-raising program; annual and capital campaign fund-raising efforts; planned and major gift cultivation and solicitation programs; preparation of solicitation proposals for major gifts and grants; and works with University staff, alumni, community leaders, and foundations/corporations.
b. Director of Athletics - is generally responsible for all University athletic programs except rodeo. All competitive sports, with the exception of rodeo which reports to the Dean of Agricultural and Natural Resource Sciences, come under the Director of Athletics’ supervision and the coaches of the individual sports report to the Director on all issues related to intercollegiate athletics.

c. Executive Assistant to the President – is generally responsible for the management of the President’s office. The Executive Assistant serves as a liaison and coordinator for the President and the Executive Management Team, Board of Regents, and other VIPs.

2. Provost and Vice President for Academic and Student Affairs - is the chief academic officer of the University and is directly responsible to the President for all matters pertaining to the academic programs of the University. The Provost is directly responsible to the President for all matters pertaining to student programs. The Provost and Vice President for Academic and Student Affairs oversees two divisions: the Academic Affairs Division and the Student Affairs Division. **Academic Affairs Division**: Recommendations from the academic deans, the Dean of Library and Information Technologies and the Dean of the Rio Grande College concerning curriculum and academic policy proceed to the Provost and Vice President for Academic and Student Affairs and then to the President. The Provost and Vice President for Academic and Student Affairs is responsible for the general supervision of faculty recruiting, faculty hiring policies, tenure considerations and promotions, faculty salary administration, academic program development, curriculum review, organized and sponsored research and programs, graduate studies, learning resources, the Wildenthal Memorial Library, Center for Big Bend Studies and the Museum of the Big Bend. **Student Affairs Division**: Recommendations from the AVP for Student Affairs/Dean of Student Life regarding student concerns flow through the Provost and Vice President for Academic and Student Affairs to the President. The Provost and Vice President for Academic and Student Affairs is also responsible for office of Institutional Research/Effectiveness.

In most cases, faculty members report to Department Chairs who report to Deans, who report to the Provost and Vice President for Academic and Student Affairs. The faculty of the Rio Grande College report to the Associate Provost Dean of the College, who reports jointly to the President and Provost.

a. Deans of Colleges and Rio Grande College - the Deans of the three undergraduate/graduate schools and the Rio Grande College are
administrative heads of their academic units and report to the President through the Provost and Vice President for Academic and Student Affairs. Each Dean has responsibility for preparing the budget for departments in his/her administrative area, the expenditure of funds budgeted for the operation of his/her administrative area, and of ensuring that such expenditures within each department or program area are made in accordance with University policy. Deans approve degree plans for students majoring in programs assigned to the unit and certify the fulfillment of student degree requirements. With the advice of the academic department heads, Deans are responsible in their administrative area for the evaluation, revision, or modification of academic programs and curriculum; for the administration of University rules and regulations; for the evaluation of personnel; for recommendations on the appointment, salary increments, promotion, tenure, and termination of faculty; and the coordination and supervision of graduate programs, including the graduate curriculum, degree requirements, admissions, and advisement.

b. Department Chairs are appointed annually by the President of the University with a recommendation from the Provost. Each Chair reports to the Provost and Vice President for Academic and Student Affairs through the Dean. The Chair is responsible for the implementation and administration of University policy and for the completion of degree plans for students majoring in the department. The Chair must articulate constructive departmental aspirations and standards, and is responsible for maintaining communication, cooperation, and rapport within the faculty and administration. The Chair represents his/her faculty to the appropriate academic Dean, provides reviews and evaluations of the accomplishments of his/her faculty, and submits recommendations through administrative channels addressing appointment, continuing employment, promotion, salary, and tenure of faculty personnel within his/her department. The Chair is responsible for verifying those faculties meet accreditation requirements for teaching in an assigned program. Further, the Chair is responsible for ensuring compliance with affirmative action and equal employment opportunity policies and guidelines.

c. Dean of Library and Information Technologies is responsible for the administration, operation, and effective use of the Wildenthal Memorial Library, audiovisual services and the Archives of the Big Bend.

d. AVP for Student Affairs/Dean of Student Life is responsible for
the Career/Life Advising Center, Counseling Center, Health Services, Recreational Sports Center, Coordinator of Campus Activities, the Student Handbook, the student judicial system including the Student Government Association, and student conduct. The Dean has responsibility for the Freshman Leadership Program, for providing direction to programs that will foster a sense of community and shared values among students in the University, and developing a climate that enhances the student life contribution to the educational mission of the University. The Dean is the chief student life officer and recommendations regarding student concerns flow through the Provost and Vice President for Academic and Student Affairs to the President.

e. Director of the Center for Big Bend Studies reports to the Provost and Vice President for Academic and Student Affairs and has responsibility for the operations of the Center for Big Bend Studies. The Center for Big Bend Studies conducts research, interprets research results, and disseminates knowledge concerning past and present cultures in the Trans-Pecos region and adjoining borderlands.

f. Director of the Museum of the Big Bend reports to the Provost and Vice President for Academic and Student Affairs and has responsibility for the operations of the Museum of the Big Bend. The Museum of the Big Bend has been collecting and exhibiting artifacts of the vast Big Bend region since the Museum’s inception in the 1930’s. The Museum of the Big Bend’s goal is to capture human history that reflects contributions of the Native Americans, the Spanish, the Mexicans and the Anglo-Americans that have shaped the history and heritage of the region.

g. Director of Institutional Research and Effectiveness reports to the Provost and Vice President for Academic and Student Affairs and has the responsibility for the collection, analysis, reporting, and maintenance of institutional information needed by institutional leadership.

h. Director of Sponsored Programs coordinates all grant activity university-wide with the goal of increasing external support for the University. The Director provides assistance to faculty and administrators in identifying, developing, obtaining and monitoring grants as well as reporting for grants.

3. Vice President for Finance and Operations - is the chief fiscal officer of the University. Responsibilities of this office include: developing and
maintaining basic financial accounting and record systems, developing and maintaining a fiscal management information system for use as historical data and projections, submitting financial status reports to the President, preparing the annual budget, managing funds belonging to the University, and developing sound business management policies and practices. The Vice President reports directly to the President. Operational units reporting to the Vice President are the Associate Vice president for Facilities, Planning, Construction and Operations, Controller, Human Resources, Purchasing, Budgeting/Investments, and Contracted Services.

a. Associate Vice President of Facilities, Planning, and Construction – is responsible for planning, developing, constructing, and maintaining all physical facilities of the University. The AVP oversees all phases of new construction and major renovation projects, as well as physical plan operations; prepares budget request for the maintenance and operation of the University facilities.

b. Director of Accounting Services - supervises the disbursements, investments, accounting, collection, and property and inventory functions of the University; assists the Vice President for Finance and Operations with special projects; assists departments with matters regarding budgets, fund balances, computer printouts, expenditures, and payment of vouchers.

c. Director of Human Resources - is responsible for wage and salary administration, payroll, employment, employee relations, equal employment opportunity and affirmative action matters, employee development, employee benefits, and personnel records.

d. Director of Purchasing - reports to the Vice President for Finance and Operations and is responsible for all purchases, with the exception of library book purchases, resale purchases, and negotiated service contracts such as architect and engineering service contracts.

e. Director of Business Services at Rio Grande College – dual reports to the Vice President for Finance and Operations and Associate Provost and Dean of Rio Grande College. The Director manages the cashiering function of the Rio Grande College, collects all fees, and generally supervises the accounts of the Rio Grande College, maintains the personnel records of the Rio Grande College, prepares purchase requisitions and certifies receipt of goods for payment from Rio Grande College funds, approves all vouchers for

f. Budgeting/Investments – under the present University administrative organization, the Vice President for Finance and Operations performs all duties in the functional areas of overseeing budgeting and investments.

g. Budget Specialist – reports to the Vice President for Finance and Operations and is responsible for developing and maintaining a fiscal management information system for use as historical data and projections, submitting financial status reports and assisting the Vice President in preparing, monitoring and maintaining the annual budget.

h. Public Safety Director – is responsible for the management and supervision of Campus Security, Parking Facilities, and Key service. Serves as the University Safety Director, risk manager, serves as liaison with local, state, and national law enforcement. Reports to the Vice President for Finance and Operations.

i. Director of the Early Childhood Development Center - oversees a safe, nurturing and educational environment to care for the children of students and employees. Reports to the Vice President for Finance and Operations.

j. Contracted Services – under the present University administrative organization, the Vice President for Finance and Operations performs all duties in the functional areas of overseeing vendor contracted services, excluding management of Information Technology Services.

4. Vice President for Enrollment Management - is directly responsible to the President for all matters pertaining to Enrollment Management including Admissions, Recruiting, Financial Assistance, and Grants.

a. Assistant VP for Enrollment Management – provides leadership and oversight for the development, implementation, and management of activities and systems related to recruiting, admissions, access, academic records, student registration and University retention programs.
b. Director of Financial Aid – Manages the Center for Enrollment Services, including Financial Aid staff at Alpine and RGC. Responsible for day to day operations of the Center for Enrollment Services and Financial Aid. Administers scholarships, loan and grant programs, Work Study programs, and student employment. These programs are administered within the framework of federal, state, and University guidelines. Reports to the Assistant Vice President for Enrollment Management.

c. Director Records and Registration – provides leadership, vision and management of services provided while being accountable for stewardship and best practices for maintenance of academic records at the University. Report to the Assistant Vice President for Enrollment Management.

d. Director of Residential Living - reports to the Vice President of Enrollment Management and will develop effective housing policies and residence hall programming by preparing the *Residence Hall Handbook*, as well as training and reference manuals for residential staff. The Director will work with faculty and staff to ensure a positive educational environment in residence hall life that will foster a sense of community and shared values among students in the University.

e. Grant Directors - report to the Vice President of Enrollment Management as grant administrators. The Directors will design and maintain effective academic systems for participating students, will work closely with the faculty and staff to ensure effective advising of students through advising and mentor programs if applicable, will be responsible for new participant orientation, and identify eligible participants and will oversee the student selection process in their respective grant programs.

5. The Associate Provost and Dean of Rio Grande College - is the chief administrative officer of the SRSU Rio Grande College, located in Del Rio, Eagle Pass and Uvalde, and is directly responsible for the administrative management of the Rio Grande College. The AP/Dean of the Rio Grande College dual reports directly to the Provost and the President. In the role as Dean, the AP/Dean serves as the chief academic officer of Rio Grande College, is responsible

a. The Rio Grande College has four departments, each headed by a chair, responsible to the Dean for the implementation of courses, faculty, and programs within that area. The Dean is responsible for
the maintenance of the course inventory of the Rio Grande College
in cooperation with the Provost and Vice President for Academic
Affairs Student Affairs and the responsible officer of the
Coordinating Board staff.

b. Director of Admissions, Records, and Student Services – Oversees
recruiting and programs to provide students with tools and skill-
building resources they need to achieve academic success. Also
designs and implements student development and leadership
programs, advises student government organizations, manages
student service budgets, coordinates student service fee allocation
process, provides input into all SRSU Rio Grande College’s
policies and procedures that impact students, serves as Title IX and
American Disabilities Act Coordinator and as hearing officer for
sexual harassment and other grievances. Manages the admission
files for students, tracking admissions, insuring that students meet
appropriate criteria, establishes registration procedures and
conducts the registration of students, reports on enrollment at Rio
Grande College, maintains the official records of students in
coordination with the Registrar, maintains and manages the
curriculum inventory of Rio Grande College to include
communication with appropriate officials of the Texas Higher
Education Coordinating Board on the inventory. The Director of
Admissions and Records and Student Services reports to the
Associate Provost/Dean for Rio Grande College.

c. Director of Business Services- Manages the Cashiering, Human
Resources, Purchasing, Receiving, Fleet Management, Inventory
Control, Facilities Use, Work Order, Travel Processing and PAN
Proctoring, of Rio Grande College. Ensures the collection of all
fees, and generally supervises the accounts of Rio Grande College.
Assists in the preparation of the legislative appropriation requests,
maintains relationships with Southwest Texas Junior College, San
Felipe Del Rio I.S.D., and Eagle Pass I.S.D. The Director of
Business Services reports jointly to the Associate Provost/Dean for
Rio Grande College and the Vice President of Finance and
Operations.

d. Assistant Director of Financial Aid - Manages the financial aid
files for students and ensures that students meet appropriate
criteria, reviews financial aid applications and package awards for
eligible students, assists with registration procedures, maintains
official records, processes professional judgments, probation,
suspension and appeal cases, coordinates student aid consortium
agreement with Southwest Texas Junior College, administers short
term loan program, monitors and distributes financial aid grant budget to all three campuses. The Assistant Director of Financial Aid reports jointly to the Associate Provost/Dean for Rio Grande College and to the Director of Financial Aid.

e. Director of the Minority and Small Business Development Center - assists existing and prospective business owners to start or grow a business by offering a wide variety of training, providing one-on-one consulting, conducting economic development related market research, and providing technical assistance. The SBDC also offers expertise in international trade and specialty programs for small business owners in the nine-county Middle Rio Grande region. Reports to the Associate Provost/Dean for Rio Grande College.

f. Director of Public Relations, Media, and Outreach - is responsible for planning and coordinating the collection and dissemination of news and feature material concerning the Rio Grande College, producing publications and other marketing tools that promote and provide increased visibility for the Rio Grande College. Reports to the Associate Provost/Dean of the Rio Grande College.

6. Chief Information Officer - reports to the President and is responsible for the operation of administrative computer services and for providing support to administrative and academic computer operations, administration of the Academic Computer Resources Center, the campus-wide network, and the official web pages for the University. Also coordinates seminars and workshops providing technology training and assists in the administration of the Internet access system.

a. Information Security Officer - is the designated administrator of the SRSU Information Security Program. As such, the ISO works closely with the CIO in all aspects of the institutional information security program. The ISO helps to develop, recommend, and establish policies, procedures, and practices as necessary to protect SRSU information resources against unauthorized or accidental modification, destruction, or disclosure. The ISO develops and maintains security awareness programs at SRSU.

b. Executive Director of Application Services – reports directly to the Chief Information Officer. The Executive Director manages and supports application development for the University’s Enterprise Resource Planning System (ERP) and Website/Web resources. Also manages application development and integration for automation and smooth processing of information across all systems that are utilized by faculty, staff, and students.
c. Director of Infrastructure Services - reports directly to the Chief Information Officer. The Director is responsible for operational support of campus-wide network and technology infrastructure (voice, video and data) services for Sul Ross State University and Sul Ross State University Rio Grande College. Services included are telephones, network connections, wireless connections, Distance Education technology, server farms, firewalls, spam filtering, campus email, and infrastructure support for Blackboard LMS and Banner support.

d. Director for Customer Service and Instructional Technology – reports directly to the Chief Information Officer. Assists with technology needs via the OIT helpdesk, support counters and open access computer labs. Responsible for facilitating training to faculty and staff on various instructional and productivity technologies such as Blackboard, Microsoft Office suite and Adobe products. Manages and maintains the LTAC Call Center including the LTAC Solutions Center. The LTAC Call Center is the single point of contact for all technology related issues on campus. The Director oversees the operations of technical support specialists, helpdesk coordinator and technicians, student workers, and audio/visual technicians who support the day to day operation of technology resources on campus. Also responsible for the technology in classrooms and ITV rooms.

e. Director for Rio Grande College – Reports to the Chief Information Officer, and manages technology services on the RGC campuses. Is responsible for directing RGC technology staff. Is responsible in assuring continued functionality of RGC technology systems, such as telecom, network infrastructure, classroom equipment, and miscellaneous technology systems that serve RGC staff daily tasks. Plans and coordinates features of RGC technology systems, including deployment, maintenance, and stages of the equipment life-cycle management. Provide levels of RGC local technology support to faculty and staff, including troubleshooting, levels of training, and planning purchases. Provide levels of RGC local technology support for students and prospective students, including troubleshooting and levels of training. Oversees permanent technology in all RGC classrooms and Distance Education rooms on all RGC campuses.

7. Other Administrative Positions

a. Director of Audits and Analysis - reports directly to the Finance Committee of the Board of Regents. The responsibility for the daily operations of the Internal Audit department is assigned to the
President. The Director of Audits and Analysis is responsible for the scheduling and conducting of all internal audits as assigned by the Finance Committee and the President, and shall comply with the *Rules and Regulations, Texas State University System* and state law in the performance of the duties assigned. The Director of Audits and Analysis shall have full, free and unrestricted access to all University activities, records, property, and personnel.
A. Academic Committee

The Academic Committee serves as the chief academic-policy advisory body in matters relating to academic budgeting, curriculum revision and development, academic program planning, faculty personnel matters, academic standards, the graduate program, and faculty research. The committee serves as the forum for the final review and discussion of policies, procedures, and practices that involve collaboration and coordination among and between the academic schools and divisions.

Membership is on the basis of position (Provost and Vice President for Academic and Student Affairs, academic deans (4), Dean of the Library and Information Technology, Chief Information Officer, Director of Records – Alpine and RGC, Director of Admissions, and two faculty members nominated by the Alpine Faculty Assembly and RGC Faculty Senate). The committee is chaired by the Provost and Vice President for Academic and Student Affairs.

**Primary Responsibility Area:** All - University

B. Admission, Retention, Equity, and Access Committee

The responsibilities of the Admission, Retention, Equity, and Access Committee of the Rio Grande College are to review/recommend changes to admissions standards and registration; to identify and respond to positive and negative factors that affect the recruitment and retention of under-represented students, faculty, and professional staff; and to identify concerns in the financial-assistance process which affect the recruitment of under-represented students and recommend corrective actions.

The committee shall consist of seven members appointed by the President (including two faculty members [two-year terms], two students [one-year terms], and one community member each from Del Rio, Eagle Pass, and Uvalde [two-year terms]), the Director of Admissions and Records, the Director of Business Operations, and the Assistant Director of Financial Assistance.

**Primary Responsibility Area:** Rio Grande College Campus

C. Accident Prevention Committee

The Accident Prevention Committee will serve as an advisory group to the Accident Prevention Coordinator. The committee may make recommendations for procedures and policies dealing with
1. Handling of volatile substances, their procurement, inventory level, storage, use, etc.

2. Training programs.

3. Detection and correction of unsafe conditions or practices.

4. Other areas of concern on campus which deal with health, fire and safety.

The recommendations of the committee will be forwarded through the Accident Prevention Coordinator to the President of the University. The Accident Prevention Coordinator may make additional recommendations relative to the committee's report.

The committee shall consist of seven members appointed by the President (including one student nominated by the Student Government Association, five faculty members nominated by the Faculty Assembly, one staff member), the Health Services Coordinator, the Associate Vice President for Facilities Planning, Construction and Operations, the Director of Residential Living, the Director of UDPS, and the Director of Human Resources. The committee chair is appointed by the President.

**Primary Responsibility Area:** Alpine Campus

D. ADA Education and Policy Committee

The committee is charged with developing recommendations related to accommodations and an appropriate institutional response to ADA issues and to

1. Organize and oversee the ADA educational programs.

2. Ensure that the ADA policy remains consistent with current information from public-health authorities.

3. Provide a mechanism for making ADA policy decisions.

4. Serve as an educational resource on general information about ADA, HIV, and AIDS.

5. Evaluate individual needs which become known to the ADA Coordinator and/or Counseling and Prevention Services and make recommendations to address those needs.

The committee shall consist of eight members appointed by the President, including a student representative (and an alternate), two members of the faculty nominated by the Faculty Assembly, and the following five ex-officio members:
an instructor in vocational nursing, the Associate Vice President for Facilities Planning, Construction and Operations, the Director of Human Resources, the Disability Services Coordinator, and the Health Services Coordinator.

**Primary Responsibility Area:** Alpine Campus

**E. Alcohol and Other Drug Education Coalition Committee**

The committee is charged with developing, implementing and evaluating a social norms and environmental management program aimed at reducing student, faculty, and staff problems related to alcohol and other drug use and any resulting interpersonal violence through programs and policy recommendations. The committee will also conduct the DFSCA Biannual Review and prepare the DFSCA Biannual Report.

The committee shall consist of thirteen members appointed by the President, including two students who will serve one-year terms, two faculty members with interest and knowledge in alcohol education who will serve three-year terms, and the following ex-officio members: a representative from Counseling and Prevention Services, the Coordinator of Health Services, the Director of Athletics, a representative from ANRS, the Dean of Student Life, the Director of Residential Living, the Campus Activities Coordinator, the Director of UDPS, and the Director of Human Resources.

**Primary Responsibility Area:** Alpine Campus

**F. Associate Provost/Dean’s Advisory Committee – RGC**

This committee advises the Associate Provost/Dean on academic matters including proposals for new programs, majors, or degrees, academic policies, and any business referred from the departments, Academic Committee/Curriculum Council, or other committees or groups. The committee also has disciplinary responsibility for cases against students in which the accused student disputes the facts upon which the charges made by the university are based. In disciplinary cases, the Dean of Student Life or appointee will also be actively involved in the process. The advisory committee also recommends general policies and regulations for graduate programs, admission requirements, etc. The Associate Provost/Dean may also create ad hoc committees to handle academic/student affairs as needed for RGC.

The committee shall consist of RGC academic department chairs and directors of Admissions, Records and Student Services, Business Services, Financial Assistance, Institutional Research/Effectiveness, PR/Media Relations, and the Small Business Development Center.
G. Athletics Committee

The Athletics Committee serves as the primary advisory body to the President in matters relating to intercollegiate athletics. More specifically, the committee's responsibilities shall be to

1. Review annually all policies of the National Collegiate Athletics Association and the American Southwest Conference and present recommendations to ensure that the University's intercollegiate athletics programs are in compliance with the letter and spirit of these policies.

2. Develop recommendations related to the philosophy of non-scholarship athletics and their importance at the University as well as to items of a related nature which should be presented to the board of the NCAA, Division III.

3. Evaluate the statement of the aims and objectives of the University's intercollegiate athletics program and recommend changes when appropriate.

4. Review policies and make recommendations related to participation in particular sports, scheduling, University eligibility requirements for student-athletes, annual selection of scholar athletes, and other items related to intercollegiate athletics as appropriate.

5. Consider and rule upon appeals from student-athletes for exceptions to certain Sul Ross State University student eligibility requirements for intercollegiate athletics and formally report such actions to the president.

6. Participate in the periodic self-study of the intercollegiate athletics program.

The committee shall consist of seven voting members and the Athletic Director as a non-voting member: two non-coaching faculty members elected by the Faculty Assembly, the Faculty Athletic Representative as Chair, and one other member appointed by the President, one student designated by the Student Government Association to serve a one-year term, the SAAC President, and the Registrar.

**Primary Responsibility Area:** Alpine Campus

H. Convocations Committee

The committee's primary responsibility is for the general planning of the commencement exercises which are held each year at Sul Ross – Alpine and Sul Ross - RGC, and the committee may be called upon to assist with the planning
and organization of other, major University-wide convocations or programs as the need arises.

Alpine Committee membership is on the basis of position (Provost and Vice President for Academic and Student Affairs, Assistant Director of the Physical Plant, Director of Records and Registration, Bookstore Manager, Director of News and Publications, Campus Activities Coordinator, Vice President for Enrollment Management, and Special Assistant to the President). The committee is chaired by the Provost and Vice President for Academic and Student Affairs.

RGC Committee membership consists of the Associate Provost/Dean, the Administrative Assistant to the Associate Provost/Dean, the faculty secretaries as needed (depending on location of the ceremony), and the secretary for student services.

**Primary Responsibility Area:** Alpine and RGC Campuses Independently

I. Disciplinary Hearing Committee

The purpose of the Disciplinary Hearing Committee is to hear those cases in which the accused student disputes the facts upon which the charges made by the University are based. Such charges will be heard and determined by the Disciplinary Hearing Committee or by the Provost and Vice President for Academic and Student Affairs, but not by both.

The committee will consist of seven members appointed by the President, including five faculty members nominated by the Faculty Assembly and two students nominated by the Student Government Association. The committee chair is elected by the membership.

**Primary Responsibility Area:** Alpine Campus

*Please note RGC handles disciplinary cases in the Associate Provost’s office in conjunction with the Associate Provost’s Advisory Committee.*

J. Executive Cabinet

The functions of the cabinet are to provide a forum for the discussion of issues relating to the management and improvement of the University, to serve as the central planning and budget overview body for the University, to keep the President informed on the status of matters delegated to central administrative officers, and to make recommendations to the President on policies and procedures relating to the operation and management of the University. Cabinet membership is on the basis of position (President, Vice Presidents, CIO). The committee is chaired by and meets at the call of the President.
Primary Responsibility Area: All - University

K. Financial Aid/Assistance Appeals Committee

Students who fail to maintain satisfactory academic progress due to extenuating circumstances have the right to appeal their financial-assistance suspension. The primary responsibility of the committee is to make recommendations on student appeals. Students must make their appeals in writing and be willing to meet with the committee. The committee will also annually review the Satisfactory Academic Progress Policy and forward recommendations for changes through the Director of Financial Assistance – Alpine and the Assistant Director of Financial Aid – RGC.

The Alpine Committee will consist of eight members appointed by the President: the Director of Financial Assistance, one additional representative from Financial Assistance, one representative from each of the three colleges (ANRS, Arts and Sciences, and Professional Studies), one representative from the Office of the Registrar, one representative from Student Life, and one representative from Enrollment Management. The committee chair is elected by the membership.

The RGC Committee shall consist of four members appointed by the President: the Assistant Director of Financial Assistance and three faculty members appointed by the President. The committee chair is elected by the membership.

Primary Responsibility Area: Alpine and RGC Campuses Independently

L. Freshman Leadership Program Selection Committee

Responsibilities: The responsibilities of the Freshman Leadership Program Selection Committee are to

1. Review, evaluate, and rank all applications and supporting materials for the Freshman Leadership Program and San Antonio Livestock Exposition scholarship recipients.

2. Present a recommendation of recipients and alternates to the Vice President for Enrollment Management. The number of scholarships to be awarded each year will be determined by the University Scholarship Committee and the President.

3. Develop recommendations for guidelines and policy considerations regarding selection of participants.

The committee will consist of six members appointed by the president, including the Dean of Student Life, a representative from the Faculty, a representative from Enrollment Services, a representative from Enrollment Management, and two
student representatives who have completed the Freshman Leadership Program.

**Primary Responsibility Area:** Alpine Campus

M. Information Systems Committee

The responsibilities of the committee are to

1. Review the proposals and recommendations submitted by the Information Systems User’s Group. These proposals and recommendations may be tentatively approved, rejected, or returned to the submitting committee for modification.

2. Review and approve/reject/return submitted proposals and recommendations to establish or modify administrative IT standards and policies.

3. Submit the tentative decisions reached by the committee to the OIT Core Management Team for review and submission to the Steering Committee for final approval. Through these efforts, the Information Systems Committee ensures that IT initiatives are prioritized appropriately and that the respective needs of the various units have been considered.

Committee membership is on basis of position: the Director of Accounting Services, the RGC Director of Business Services, the Director of Purchasing, the Registrar, the RGC Director of Admissions/Records and Student Services, the Vice President for Enrollment Management, the Dean of the Library and Information Technology, the Associate Vice President for Advancement, the Director of Financial Assistance, the RGC Assistant Director of Financial Assistance, a representative from the Counseling and Advising Center, the Director of Human Resources, the Assistant Director of Physical Plant, and the Chief Information Officer or appointment.

**Primary Responsibility Area:** Alpine Campus

N. Instructional Technology Committee

The responsibilities of the committee are to

1. Review the proposals and recommendations submitted by the Instructional Technology User’s Group. These proposals and recommendations may be tentatively approved, rejected, or returned to the user's group for modification.

2. Review and approve/reject/return submitted proposals and recommendations to establish or modify academic IT standards and
policies.

3. Submit the tentative decisions reached by the committee to the OIT Core Management Team for review and submission to the Steering Committee for final approval. Through these efforts, the Instructional Technology Committee ensures that IT initiatives are prioritized appropriately and that the respective needs of the various units have been considered.

The committee will consist of the Provost and Vice President for Academic and Student Affairs or appointment, two Academic Committee appointments, one Title V appointment, four Alpine Faculty Assembly appointments, two RGC Faculty Senate appointments, and the Chief Information Officer or appointment.

**Primary Responsibility Area:** Alpine and RGC Campuses

O. Marketing Committee

The Marketing Committee develops and recommends all policies pertaining to the marketing of the University, including development and assessment of a comprehensive marketing strategy for the recruitment of students, personnel, and donors; formulation of a marketing schedule; and development of all marketing materials. The committee will oversee the implementation of approved policies.

The committee will consist of two faculty members, four student appointments (one-year terms) nominated by the SGA in consultation with the Vice President for Enrollment Management, a staff representative, a representative from Recruiting and Admissions, an OIT appointment, a representative from News and Publications, the Director of Alumni Affairs, the Associate Vice President for Advancement, and the Vice President for Enrollment Management.

**Primary Responsibility Area:** Alpine Campus

P. Orientation Committee

The primary purpose of the committee will be to plan, oversee the implementation of, and evaluate the several orientation sessions conducted at various times during the year for new and transfer students who plan to enroll at Sul Ross State University. The committee will also be responsible for reviewing the goals and objectives for orientation and for recommending changes in format, times, duration, and fees, as appropriate, following evaluations of previous orientation programs. A secondary responsibility of the committee will be to plan, oversee the implementation of, and evaluate the Family Day activities.

The committee will consist of fifteen members appointed by the President, including two faculty members nominated by the Faculty Assembly, two student members nominated by the Student Government Association, four staff members, the Director of Upward Bound, a representative from the Counseling and
Advising Center, the Dean of Student Life, the Vice President for Enrollment Management, the Coordinator of the Career/Life Center, the Campus Activities Coordinator, and the Director of Food Service. The faculty members shall be full-time faculty members at Sul Ross. The student members shall be full-time students. The committee chair is appointed by the President.

**Primary Responsibility Area:** Alpine Campus

Q. Registration Committee

The primary purpose of the committee is to provide a forum for planning and the subsequent critiquing of each registration session held on the Sul Ross State University campus. It is expected that the committee will greatly facilitate pre-registration communication among the membership and will enhance communication about registration plans on campus. Members of the committee will be ideally suited to critique each of the sessions upon completion in the interest of effecting improvements in future sessions.

The Alpine committee membership is on the basis of position (the Director of Records and Registration, the Director of Financial Assistance, a representative from UDPS, a faculty member, a representative from student services, a representative from Residential Living, a representative from Physical Plant, the Chief Information Officer, the Director of the Post Office, the Vice President for Enrollment Management, and the Director of Accounting Services or appointee). The committee is chaired by the Director of Records and Registration.

**Primary Responsibility Area:** Alpine Campus

R. Staff Awards Committee

This committee has responsibility for making the quarterly selection of the Bar SR Bar Employee Excellence Award recipient. The committee will consist of four members appointed by the President, including the Director of Human Resources, who will also serve as committee chair.

**Primary Responsibility Area:** All - University

S. Strategic Enrollment Management Committee

The responsibilities of the committee are

1. To develop a data-driven strategic enrollment management plan (according to Texas Education Code 61...086) that incorporates initiatives and actions to improve campus diversity and improve services to under-represented populations.
2. To coordinate the annual updating, development, and implementation of the Strategic Enrollment Management Plan.

Specific responsibilities entail the following:

a. Policy oversight, evaluation, and assessment,

b. planning, and

c. advising on strategies, goals and objectives.

Committee membership is on the basis of position: Vice President for Enrollment Management, Provost and Vice President for Academic and Student Affairs, Vice President for Finance and Operations, Associate Provost/Dean of RGC, and a representative from student services.

**Primary Responsibility Area:** All - University

T. Student Publications Committee

The Student Publications Committee will determine the procedure for submitting applications for the positions of editor of *The Brand*, *The Skyline*, and *The Sage*. The committee will recommend to the appropriate advisor all policies and guidelines for *The Brand*, *The Skyline*, and *The Sage*.

Committee will consist of seven members appointed by the President, including two students nominated by the Student Government Association, two faculty members nominated by the Faculty Assembly, the Director of News and Publications, the *Sage* Sponsor, and the Student Publications Sponsor. The committee chair is elected by the membership.

**Primary Responsibility Area:** Alpine Campus

U. Student Service Fee Advisory Committee

The Student Service Fee Advisory Committee has responsibility for presenting recommendations to the President regarding programs and activities funded from Student Service Fee revenue. It is intended that the committee will be representative of the total university student body and will provide a means for student input into the allocation process regarding Student Service Fees.

The committee will include five student representatives nominated by the Student Government Association. Two of these students serve one-year terms, and three serve two-year terms. It is understood that the role of the Student Service Fee Advisory Committees is exclusively advisory to the Dean of Student Life, the
Provost and Vice President for Academic and Student Affairs, and the President of the University. The final decision-making responsibility for the budgeting and expenditure of Student Service Fee revenue resides with the President of the University.

The Alpine committee will consist of one non-voting and nine voting members appointed by the President, including five students nominated by the Student Government Association, two faculty members nominated by the Faculty Assembly, one staff member, the Vice President for Finance and Operations (non-voting), and the Dean of Student Life. The committee is chaired by the Dean of Student Life.

The RGC committee shall consist of nine voting members appointed by the President (including five student members nominated by the Student Government Association, two faculty members nominated by the Faculty Senate, one staff member, and the Director of Admissions, Records and Student Services) and the Director of Business Operations (non-voting) and the Dean of Student Life (non-voting). The committee is chaired by the Director of Admission, Records and Student Services.

**Primary Responsibility Area:** Alpine and RGC Campuses Independently

V. Undergraduate Academic Appeals Committee

The responsibilities of the committee are to

1. Make annual reviews and recommendations on University policies on academic probation and suspension.

2. Make recommendations on student appeals which may be referred to the committee by the Registrar. Students must make their appeals in writing by the established deadline and be willing to meet with the committee.

3. Review, in the case of the RGC Committee only, appeals from students who have been suspended. Students must make their appeals in writing by the established deadline and be willing to meet with the committee.

The Alpine committee will consist of seven members appointed by the President, including four faculty members nominated by the Faculty Assembly, the Registrar, and two members from the Counseling and Advising Center.

The RGC committee will consist of seven members appointed by the president, including four faculty members nominated by the Faculty Senate and two staff members from two different sites. The Director of Admissions, Records and Student Services serves as ex-officio member and chair to coordinate the committee meetings and activities.
Primary Responsibility Area: Alpine and RGC Campuses Independently

W. University Scholarship Committee

The responsibilities of the committee are to

1. Assist University officials in planning and assessing the effectiveness of student recruitment efforts and in maximizing the utilization of scholarships to recruit new students.

2. Review all applications and supporting materials for the President's Endowed University Scholars program, the Sul Ross Scholars program, the Flora Daugherty Scholarship, and other scholarships as may be assigned to the committee and to present recommendations for scholarship awards.

3. Develop recommendations for guidelines and policy considerations relating to scholarship awards.

The Alpine committee will consist of eight members appointed by the President, including six faculty members nominated by the Faculty Assembly, the Director of Financial Assistance, and the Financial Assistance Specialist. The committee is chaired by the Director of Financial Assistance.

The RGC committee shall consist of three faculty members (two-year terms) appointed by the president, and the Assistant Director of Financial Aid will serve as the chair.

Primary Responsibility Area: Alpine and RGC Campuses Independently

X. Web Services Advisory Committee

The Web Services Advisory Committee supports student, faculty, and staff access to web-based information resources through www.sulross.edu, rgc.sulross.edu and related SRSU web sites. It reviews web project requests submitted by campus constituencies and determines priority by evaluating these requests based on purpose/relevance, sustainability, functionality, scope, cost, timeline, and other relevant factors. The committee also collaborates with department chairs and heads, who are responsible for the content of their web pages, to ensure that they have identified a primary web-content liaison and that this person(s) has received adequate training on the content-management system. Projects recommended by the Web Services Advisory Committee are reviewed by the OIT Management Team and, if approved, become part of the OIT tactical plan. The committee may also establish project teams and task forces as necessary to conduct research assessment or to develop other ad-hoc initiatives.
The committee will consist of two faculty appointments (Alpine campus) and one faculty appointment (RGC), two student appointments (one-year terms) – Alpine campus and one student appointment (one-year term) – RGC; one appointee chosen by the President; one appointee chosen by the VP for Finance and Operations; one appointee chosen by the Provost and VP for Academic and Student Affairs; one appointee chosen by the Associate Provost and Dean for Rio Grande College; one OIT appointment (ex-officio) – Alpine campus; one OIT appointment (ex-officio) – RGC, and the Vice President for Enrollment Management (ex-officio).

**Primary Responsibility Area:** All – University
The Faculty Assembly – Alpine and the Faculty Senate - RGC at Sul Ross State University are the principal faculty governance organizations. The Faculty Assembly/Faculty Senate constitutions designate a number of permanent councils whose primary role is to advise the University administration on matters relating to the academic mission of the University. The complete responsibilities and membership of these councils is specified by the constitutions of the Faculty Assembly and the Faculty Senate, available on the Sul Ross State University web site. The name and a brief description of the role and responsibilities of the Faculty councils are included below for information purposes. In addition, the Faculty Assembly/Faculty Senate shall, from time to time, appoint special committees to carry out specified tasks. Those committees will report back to the Faculty Assembly/Faculty Senate, and recommendations will be forwarded to the University administration through the appropriate council of the Faculty Assembly or the Faculty Senate.

A. Budget Oversight Council – Alpine (BOC) & Budget Advisory Council – RGC (BAC)

The major responsibilities of the Councils shall be to consider University budget policies, procedures, and practices, with special emphasis on the academic budget. They review budget and resource allocations made by the University. They develop and oversee procedures for ensuring timely and significant BOC & BAC participation in the University budget-making process.

BOC & BAC make recommendations to the Alpine Faculty Assembly and the RGC Faculty Senate for referral to the Associate Provost/Dean of RGC, Vice President for Finance and Operations, and, finally, the President. These recommendations may include matters pertaining to the academic salary structure and system; the prioritization of capital equipment requests; fiscal priorities and major budget categories for the expenditure of the University budget; establishment and control of accounts; proposed personnel additions or deletions relating to academic programs; and other budget-related matters.

Budget Oversight Council (BOC) membership is composed of tenured faculty, with the exception of the University library member and Faculty Assembly President ex-officio member. Membership appointments to BOC serve the following three goals: representation across academic departments and disciplines; knowledge/expertise in fiscal and budgetary matters; and a balance of continuity and rejuvenation in membership. Budget Advisory Council (BAC) membership is composed of five tenured faculty members, one from each RGC academic department, and one at-large member. The chair is elected by council members at the first meeting each academic year.
Persons appointed to BOC and BAC shall undergo a period of training and education. The membership term is for offsetting three-year periods commencing after the first term expiration.

**B. Curriculum Council (Alpine and RGC Independently)**

The Curriculum Council shall review and recommend changes in the curriculum. More specifically, the council shall (a) review all proposals for curriculum program and degree changes, (b) review proposed changes in the requirements for graduation, and (c) develop the means for evaluating the educational effectiveness of the curriculum.

Curriculum Council Alpine shall consist of five faculty elected by Faculty Assembly, two students designated by the Student Government Association, and a representative of the Title V program. The council chair is elected by the membership.

Curriculum Council RGC shall consist of five faculty elected by the Faculty Senate, including one from each department, and one at large member. The council chair is elected by members at the first meeting in the fall.

**C. Faculty Affairs Council (Alpine Council)**

The primary responsibilities of the Faculty Affairs Council are to make recommendations to the Provost and Vice President for Academic and Student Affairs of the University on all matters involving the granting of tenure and promotion. The council shall serve as a body to consider individual faculty grievances. All promotion and tenure reviews require the attendance of all Council members. The council's meetings are closed, and its deliberations are confidential. The Council's recommendations are made directly to the Provost and Vice President for Academic and Student Affairs of the University, who shall present written recommendations to the President. The Council shall summarize its recommendations on tenure and promotion to the faculty by the final faculty meeting of the spring term. More specifically, the Faculty Affairs Council shall

1. Ensure that applicable policies for tenure and promotion are followed and that all candidates are treated fairly.

2. Review and evaluate the dossiers and recommendations submitted for each candidate and make recommendations to the Provost and Vice President for Academic and Student Affairs of the University.

3. Review tenure and promotion policies and procedures and make recommendations to the faculty for revision.
4. Review nominations for honorary degrees, adjunct faculty, and distinguished emeritus status and make recommendations to the Faculty Assembly and to the Provost and Vice President for Academic and Student Affairs of the University.

5. Meet with prospective faculty members and administrators to determine tenure credit according to the guidelines *Rules and Regulations, Texas State University System*.

The council shall consist of seven tenured faculty members elected by the Faculty Assembly. The council chair is elected by the Faculty Assembly.

D. Faculty Executive Council (Alpine Council)

The Faculty Assembly Executive Council shall oversee the general interests and business of the Faculty Assembly. The Faculty Assembly Executive Council may act for the faculty between meetings, but no action of the council may conflict with any action already taken by the Faculty Assembly. The council shall also

1. Prepare the agenda for Faculty Assembly meetings.

2. Serve as a nominating committee for Faculty Assembly elections.

3. Conduct Faculty Assembly elections.

4. Serve as a clearinghouse for Faculty Assembly business and see that business is assigned to the appropriate council.

5. Review the structure and workings of the Faculty Assembly Councils and recommend any modifications to the Faculty Assembly.

6. Recommend faculty appointees to the President for various University Committees other than the Faculty Assembly Councils.

7. Prepare a budget for the Faculty Assembly.

8. Review and make recommendations to Provost and Vice President for Academic and Student Affairs of the University concerning the revision of the *Faculty Handbook*.

9. Nominate an at-large member of the Faculty Assembly Executive Council to represent the Faculty on the Academic Committee.
10. Represent the Faculty at commencement ceremonies, convocations, and other University ceremonies. The Chairperson shall serve as mace bearer for the University.

The council shall consist of seven members: the four officers of the Faculty Assembly and three members elected at large by the faculty. The chairperson of the Faculty Assembly serves as the chair of the Faculty Executive Council.

E. Graduate Council (RGC combined their council with Admission, Retention, Equity, Access Committee and AP/D Advisory Council)

The major responsibilities of the Graduate Council shall be to

1. Recommend general policies and regulations for graduate programs, general admission requirements, foreign-language requirements, procedures for conducting general examinations, criteria for admission to candidacy, regulations for the preparation of theses, and the coordination of interdisciplinary programs.

2. Recommend criteria for the graduate faculty and advise on proposed additions and deletions in graduate programs and graduate faculty when requested by academic deans/directors and department heads.

3. Assist and make recommendations on matters of institutional effectiveness relating to graduate studies, including adherence to standards of the University as printed in the catalog and to the accreditation criteria of the Southern Association of Colleges and Schools.

4. Periodically review graduate programs and make recommendations concerning their strengths and weaknesses.

5. Serve as liaison between the graduate faculty and administration.

6. Serve as an academic appeals body for graduate students.

7. Recommend policies on professional development of the graduate faculty.

The council shall consist of eight members of the graduate faculty elected by the Faculty Assembly. The chair is elected by the membership.

F. Honors Council (Alpine Council)

The Honors Council shall administer the honors program and perform the following responsibilities:
1. Establish policies for the recruitment of students for the honors program.
2. Establish and monitor eligibility requirements.
3. Select and recruit honors faculty.
4. Evaluate the honors faculty.
5. Provide for the general assessment of the honors program.
6. Administer the honors program budget.
7. Direct fund-raising and develop grant proposals.
8. Direct the public relations for the program.
9. Provide honors advising for students.
10. Establish the sequence of honors courses for each year.
11. Determine the core requirements to be satisfied by each honors course.
12. Approve charters for academic honor societies and oversee those societies.

The council shall consist of eight members: five elected by the Faculty Assembly and three student members to serve one-year terms as appointed by the Student Government Association. The council chair is elected by the membership.

G. Library and Information Technologies Council (Alpine Council)

Generally, the Library and Information Technologies Council shall review policies, advise, and make recommendations relating to the access and utilization of the Library and Information Technologies (LIBIT). More specifically, the council shall

1. Review the mission statement and goals of LIBIT as set forth in its departmental strategic plan.
2. Become familiar with the accreditation standards of the Southern Association of Colleges and Schools and other appropriate accrediting associations and periodically evaluate the LIBIT in relation to those standards.
3. Review collection-policy statements annually to verify that existing collection goals are being met and that changes in defined goals and user needs are addressed and to ensure that allocation of resources is sufficient to support the educational, research, and community-service goals of the University.

The council shall consist of seven members: five elected by the Faculty Assembly, the Dean of the Library and Information Technology, and one student member designated by the Student Government Association, who will serve a one-year term. The chair of the council is elected by the membership.

H. Research Council – Alpine; Research and Faculty Development Council – RGC (Independently)

The responsibilities of the Councils are advisory and include the following:

1. Administer the Research Enhancement and Faculty Development and Enrichment programs. The council shall issue calls for proposals, shall review proposals, and shall recommend to the Provost and Vice President for Academic and Student Affairs and Associate Provost and Dean of Rio Grande College of the University allocations of the Research Enhancement and Faculty Development and Enrichment monies.

2. Recommend general guidelines for the submitting of requests, including the criteria for judging proposals, the categories of priority, and any restrictions which may be placed on a grant approval by the University.

3. Recommend policies defining ethical and legal requirements relating to research, such as experimentation with human and animal subjects, copyrights, patents, utilization of research assistants, use and ownership of equipment, collection of data, the rights of investigators, conflicts of interest, consulting, and other matters which from time to time may require review, discussion, and action.

4. Advise on policies and matters relating to research and grant administration and faculty development and enrichment which may be referred to the council by the academic administration.

5. Advise the administration on needs in research endeavors (e.g., personnel, equipment, library resources, computer services, travel, publishing, etc.) and generally promote the support of research activities.
6. Assist in the general research efforts of the institution through appropriate publicity, investigation of possible sources of funding for research, and encouragement of research by the faculty.

7. Study and develop plans and make recommendations for the organization of a systematic program for the encouragement and advancement of scholarly post-doctoral research and publication by the members of the faculty.

8. Study and develop plans and recommendations for the organization of a systematic program of faculty development and enrichment.

The Alpine Council shall consist of seven members elected by the Alpine faculty. Members may include only librarians and tenured or tenure-track faculty. The council chair is elected by the membership.

The RGC Council shall consist of four faculty members, one from each academic department appointed by the president. The council chair is elected by the membership.

I. Teacher Education Council (Alpine Council)

The responsibilities of the Teacher Education Council are to

1. Assist in the general evaluation of all aspects of the teacher education program and recommend policies and guidelines to meet the standards of the University, the Texas Education Agency, and the Southern Association of Colleges and Schools.

2. Review currently authorized teacher-certification programs and recommend changes.

3. Recommend institutional standards for student teaching, for practicums and internships in teacher-education programs, and assist in the development of procedures for the implementation of standards.

4. Make recommendations on student appeals which may be referred to the council by the Director of Teacher Education. Students must make their appeals in writing and be willing to meet with the council.

The council shall consist of the chairs of departments with teacher-certification programs, the Dean of Library and Information Technology, the Director of Teacher Education, the Dean of Arts and Sciences, the Dean of Professional Studies, the Dean of Agricultural and Natural Resource Sciences, and one student
designated by the Student Government Association to serve a one-year term. The Director of Teacher Education serves as chair of the council.

J. Teaching Council (Alpine Council)

The Teaching Council shall work to promote excellence in teaching among the faculty. More specifically, the council shall

1. Develop a systematic program of faculty development and enrichment.
2. Evaluate and recommend the awarding of faculty-development grants.
3. Organize programs and develop policies aimed at improving teaching.
4. Develop programs to help new faculty members adjust to university teaching.
5. Develop policies and programs aimed at fostering academic integrity.
6. Review and recommend changes in the evaluation of faculty teaching.
7. Develop a special collection of materials aimed at improving teaching in higher education.

The council shall consist of five faculty elected by Faculty Assembly and two students designated by the Student Government Association. The chair is elected by the membership.
In the interest of involving the general public in an advisory and supportive capacity for University programs and activities, several external committees and councils are organized. These exist generally to ensure community and regional involvement in University programs, to enhance communication between the University and the Alpine community and Big Bend region, and to build support and develop advocacy for University programs throughout the region. Each of the committees or councils is appointed by the President of the University. Each serves in an advisory capacity to the director of the program involved or to another designated administrator.

A. Agricultural Advisory Committee

The Agricultural Advisory Committee consists of regular members, ex officio members, and honorary members appointed by the President of the University. The committee selects its own chair and meets subject to his or her call. The President of the University, the Dean of Agricultural and Natural Resource Sciences, and the Provost and Vice President for Academic and Student Affairs serve as ex officio members of this committee. The committee is charged with the responsibility of communicating to the President and the Dean of Agricultural and Natural Resource Sciences needs pertaining to the agricultural interests in the Trans-Pecos area, the Chihuahuan Desert, and the Davis Mountains region. The communication is intended to encourage a continuous updating of the teaching programs in agriculture and to provide guidelines for developing cooperative service projects to improve the income and production of agricultural producers in West Texas.

B. Center for Big Bend Studies Council

The Center for Big Bend Studies Council is advisory and assists the Center Director in developing and maintaining a statement of purpose and goals for the Center which are consistent with the educational, research, and public-service functions of the University; developing general policies required to attain the objectives of the Center; assisting in the review and evaluation processes and in planning for subsequent activities; and developing recommendations for implementing, supplementing, or changing the general administrative policies of the Center. The council reports directly to the President of the University, who also sits as an ex officio member.

C. President's Support Group

The President's Support Group includes persons whose primary interest is in supporting the development and growth of University unrestricted funds and endowments and in enhancing the visibility of the University throughout the region and state. At the present time, this group serves as the endowment-development committee of the University. It is chaired by the President of the
University and meets subject to his call. The Provost and Vice President for Academic and Student Affairs and the Vice President for Finance and Operations serve as ex officio members of the group.

D. Museum Advisory Council

E. Borderland Research Institute Advisory Board
A. History

The Center for Big Bend Studies originated with the idea of graduate students and professors in the 1970s that Sul Ross State University, as the cultural center of the vast Trans-Pecos region of Texas which encompasses the area of the Big Bend of the Rio Grande, should be the center of efforts and studies to understand and relate the cultural and historical development of the region. Efforts to initiate a program in the University for that purpose were made in 1982 and 1983 when the administration began planning, established an endowment fund, and supported meetings and symposia on topics relating to the Big Bend. In February 1987, the Board of Regents of the Texas State University System gave formal approval for the Center, and a Director was named to begin work on September 1, 1987. In September 2003, the Friends of the Center for Big Bend Studies (a non-profit 501(c)(3) organization) was established to raise funds to support the missions and programs of the Center.

B. Mission

The Center for Big Bend Studies fosters interdisciplinary scholarship of the diverse prehistoric, historic, and modern cultures of the borderlands region of the United States and Mexico, with emphasis on the area encompassed by Trans-Pecos Texas and north-central Mexico. The Center is committed to the recovery, protection, and sharing of this region's rich cultural legacy through dynamic programs involving research, education, public outreach, and publication.

C. Objectives

The general purpose of the Center is to support and promote programs and scholarly activities (including research, instruction, and publications) relating to the cultural and historical development of the Trans-Pecos, Big Bend region of Texas and Mexico. Emphasis will be given to activities involving the arts and humanities, the social and behavioral sciences, education, economics, and business (including agricultural-business enterprises). The region is broadly defined to include the borderland region of the Rio Grande and adjacent areas in Texas and Mexico, extending northward to the Guadalupe Mountains in southern New Mexico and down the Pecos River from the vicinity of the Guadalupe Mountains to the Rio Grande and southeastward to the vicinity of Del Rio, Texas and Ciudad Acuna, Coahuila. Objectives of the Center include the following:

1. Develop and promote programs of interest to the general public on topics relating to the Big Bend region.
2. Develop research opportunities for students and faculty who are interested in working on topics relating to the culture and history of the region.
3. Provide assistance when appropriate to the Archives of the Big Bend and the Museum of the Big Bend in identifying, collecting, and interpreting materials relating to regional culture and history. (Items acquisitioned for placement in the Archives and the Museum will be in conformity with the current collection policies of the Archives and Museum.)

4. Publish research on the culture and history of the region through several publication series.

5. Cooperate with professional organizations, state and federal agencies, and individual scholars on projects relating to the culture and history of the region.

6. Conduct joint projects with academic departments on campus and in the Rio Grande College of Sul Ross State University involving instruction, research, and public events relating to the borderlands of Texas and Mexico.

7. Develop the Center as a liaison body and facilitator for public and private research and educational activities relating to the culture and history of the Big Bend region.

8. Enhance the image of Sul Ross State University as an important asset of the State of Texas in instruction and research.

D. Administration

The Center for Big Bend Studies is a department of Sul Ross State University authorized by the governing body, the Board of Regents of the Texas State University System, and under the general administration of the President of the University. A director, appointed by the President, is responsible for the management of the Center.

1. The Director of the Center for Big Bend Studies

   The Director reports to the Provost and Vice President for Academic and Student Affairs for management of the Center, including program, personnel, and budgetary administration. The Director also is a member of the faculty with teaching and other responsibilities in the Department of Behavioral and Social Sciences.

2. The Advisory Council

   An Advisory Council, appointed by the President, provides assistance in the formulation of policy and is advisory on matters which are submitted for its consideration. It assists the Director in developing and maintaining
a statement of purpose and goals which is consistent with the educational, research, and public-service functions of the University; in developing general policies required to attain the objectives of the Center; in assisting in review and evaluation processes and in planning for subsequent activities; and in developing recommendations for implementing, supplementing, or changing the general administrative policies of the Center. The Council is chaired by the Director of the Center and reports to the President, who sits as an ex officio member. It meets as called by the Chair, which must be no less than one time each long semester.

3. The Friends of the Center for Big Bend Studies

The Friends of the Center for Big Bend Studies was organized exclusively for charitable, educational, and scientific purposes. The board raises funds to support the mission and programs of the CBBS as well as special projects of the Center; promotes the CBBS as it fosters interdisciplinary scholarship of the diverse prehistoric, historic, and modern cultures of the borderlands region of the U.S. and Mexico, with emphasis on the area encompassed by Trans-Pecos Texas and north-central Mexico; and assists the CBBS in other endeavors as the Board may deem appropriate. The CBBS Director reports to the Friends Board of Trustee members, who are appointed by the President of the University.

E. Center Associate Members

1. Center Associate Members are persons who contribute to the support of the Center by making annual membership contributions. The effective dates of membership are from June 1 through May 31 each year. Membership dues are used to support the publication program of the Center.

2. Center Associate Members will

   a. receive annually *The Journal of Big Bend Studies* and the newsletter, *La Vista de la Frontera.*

   b. receive a 25% discount on other publications of the Center.

   c. receive a 10% discount on purchases made at the Museum of the Big Bend gift shop, and

   d. receive a $5 discount on registration for the annual CBBS conference.
F. Endowment

1. An endowment has been established in the University entitled Center for Big Bend Studies Endowment. Created by private contributions, the endowment is a permanent fund, the principal of which is to be held in perpetuity and may not be expended for any purpose. All contributions to the endowment received by the University are subject to the terms and conditions of the establishing document on file in the University and dated September 21, 1992.

2. Ninety percent of all income from the investment of the Endowment is deposited in the Center for Big Bend Studies Excellence Fund, and ten percent of all income is returned to the principal of the Endowment, allowing it to experience continued growth.

3. Other endowments may be established with private contributions. Separate endowment funds and excellence funds will be set up following University protocol.

G. Excellence Fund

1. The Center for Big Bend Studies Excellence Fund administers income resulting from the investment of the Endowment and miscellaneous private contributions to the Center. The income is allocated and expended for the operations of the Center to enhance the fulfillment of its mission as a department of Sul Ross State University. Allocations are made upon the recommendation of the President of the University and approval of the Board of Regents in accordance with budgetary policies of the Board. The Director of the Center serves as advisor to the President in matters of fund allocation.

2. Allocations will be expended for publications, research projects, and other items appropriate to the mission and the promotion of the mission of the Center for Big Bend Studies.

3. Other excellence funds will be established as endowments are received by the Center, following University protocol.
1.11 STATEMENT OF GOVERNANCE (APM 1.11) (Revised 3/2012)

A. Statutory Authorization and Board of Regents

Sul Ross State University is a multipurpose state university offering programs of both general and special learning at the undergraduate and graduate levels. It is one of 38 public universities in the State of Texas.

The organization, control, and management of Sul Ross State University are vested by the State of Texas in the Board of Regents, Texas State University System. The nine members of the Board are appointed by the Governor with the advice and consent of the Texas Senate. The Office of the Board is in Austin, and Sul Ross State University is one of seven universities which make up the Texas State University System.

B. University Policies and Procedures

University policies and operating procedures are addressed in four principal publications: the Administrative Policy Manual, the Faculty Handbook, the Student Handbook, and the Catalogs. These publications are widely available on campus and are on file in the Wildenthal Memorial Library. They are reviewed and revised on a regular basis to ensure compliance with the Rules and Regulations, Texas State University System. All revisions and additions between publications dates should be completed with the date of implementation clearly noted in the policy and should be circulated to all individuals and departments who maintain these publications. Policy publications are to be reviewed annually. The entire Administrative Policy Manual will be republished, at a minimum, every three years.

C. President of the University

The President of Sul Ross State University is the chief executive officer of the institution and reports directly to the Board of Regents. The President serves at the pleasure of the Board and without fixed term of appointment. The President is directly responsible to the Board for the administration and operation of the University. The duties and responsibilities of the President are enumerated in Chapter IV of the Rules and Regulations, Texas State University System. Subject to the approval of the Regents, the President is responsible for the overall organization and staffing of the University. In keeping with the rules, the President may delegate authority or responsibility as needed and permitted by the Rules and Regulations, Texas State University System.
D. University Organization and Structure of Governance

Sul Ross State University is organized into five major divisions of activity: Academic and Student Affairs, headed by the Provost and Vice President for Academic and Student Affairs; Finance and Operations, headed by the Vice President for Finance and Operations; Enrollment Management, headed by the Vice President for Enrollment Management; Information Technology Services, headed by the Chief Information Officer; and the Sul Ross State University Rio Grande College, headed by the Associate Provost and Dean of Rio Grande College. These five central administrative officers and the President make up the University Executive Cabinet. The Executive Cabinet meets weekly and serves in an advisory capacity to the President.

Although administrative authority, duties, and responsibilities are addressed in policy, Sul Ross State University operates with a regular and heavy dependency upon a number of formally organized groups, committees, and councils, which include faculty, staff, and student representation. The fundamental purpose of the existence of these organizations is to provide a means of broad-based involvement and participation in the University governance process and to enhance communication. This is accomplished in several ways.

1. Faculty Governance

Faculty governance at Sul Ross is provided by the Faculty Assembly on the Alpine campus and the Faculty Senate at the Rio Grande College Campus. These groups serve in an advisory capacity to the Executive Cabinet on matters of interest and concern to the faculty in each location. The roles and responsibilities of these faculty organizations are established by their respective constitutions, each of which is reviewed by System Counsel and approved by the President of the University. These organizations determine their own agendas and to the extent that their discussions lead to the development of recommendations, those recommendations are forwarded to the appropriate Executive Cabinet member by the Chair or President of the respective organization. The constitutions of the Alpine Faculty Assembly and the Rio Grande College Faculty Senate are available on the Sul Ross State University website.

2. Committees and Councils

The committees and councils detailed in Sections 1.07 and 1.08 are appointed by the President of the University with the advice and input from faculty organizations, the Student Government Association, and the Executive Committee. These committees and councils report either to the President or to a member of the Executive Cabinet. In addition to the committees and councils described earlier, there are a number of other
committees and councils which are an integral part of faculty governance and are prescribed in the constitutions of the faculty organizations in Alpine and the Rio Grande College. Ordinarily, procedures and policy recommendations in these areas of activity originate with the appropriate committee or council. However, if a recommendation or concern does originate in another administrative area and is relevant to the charge of a particular committee or council, the recommendation or concern will be forwarded to the appropriate group for review and recommended action.

Occasionally, special-purpose task forces are organized to address and develop recommendations concerning particular needs or concerns. In each instance, the task force is given a precise charge and exists only for the duration of the study which it is assigned to undertake.

E. Guidelines for University Committees and Councils

1. A quorum shall be a simple majority of the voting membership.

2. Ex officio members shall be non-voting unless otherwise defined in the official committee membership list as maintained in the Office of the President.

3. Unless otherwise designated on the official membership list, committees and councils shall select their own chair annually from regular membership at the first meeting of the academic year.

4. In the event that activities require support beyond that which the members are able to provide, the chair will work directly with the administrator to whom the committee or council reports to identify appropriate means of assistance.

5. Once appointed to a committee or council, if an individual is unable to participate or fails to participate consistently without good reason, the chairperson may request a replacement.

6. The chair has the right to vote or not to vote on any issue, except in the case of a tie, in the event of which the chair is expected to cast a vote.

7. The chair is responsible for forwarding all recommendations to the appropriate administrator who is responsible for ensuring that the committee is informed of actions taken or not taken relative to the recommendations.
F. The Role of Students in University Governance at Alpine and RGC Campuses

1. Sul Ross State University recognizes the importance of student involvement in the governance of the University. To accomplish this goal, students hold positions on all appropriate academic, institutional, and campus-affairs committees and councils and are provided a system for student self-governance. The University supports student publications as a means of providing student-selected input and information to the student body.

2. The Student Government Association is the student government organization, and its representatives and officers are elected by the student body, which consists of all full- and part-time students who have paid the appropriate Student Service Fees for that semester. The students exercise their authority through a student representative system outlined by the Student Government Association constitution, which is approved by the University President. The legislative branch, the Student Senate, meets regularly during the academic year and presents recommendations to the President through the chief student-affairs officer.

3. The Student Government Association will be the official voice of the student body. The University will support the Student Government Association by providing an advisor to communicate between the University and the Student Government Association and to ensure that issues raised by the Student Senate receive appropriate attention and follow-up. The University will work through the elected officers and the advisor(s) of the Student Government Association to keep students informed of key University issues, policies, and plans.

4. The chief student-affairs officer will periodically initiate a review, to be performed by each University committee and council and by the Student Senate, of the role of students in committee purpose and structure. Each committee or council and the Student Government Association will recommend separately to the President of the University whether or not students should be included for membership. If students are to be involved, the recommendation shall include the students' role and involvement as well as any special qualifications of the student member(s).

5. The President of the University will review the recommendations and determine the University-wide committees and councils on which student membership is appropriate. The President will then appoint students from those recommended to him by the chief student-affairs officer with input from the Student Government Association and the Dean of Student Life or Director of Admissions, Director of Records and Registration, and Student
Services.

G. General Faculty and Staff Meetings

During the course of each academic year, the President, the Provost and Vice President for Academic and Student Affairs, and/or the Associate Provost/Dean of Rio Grande College meet with the faculty and professional staff on several occasions to address specific issues and to provide a forum for discussion, questions, or expressions of concern on any subject.

H. Office Operating Procedures Manuals

Each office will prepare an office procedures manual that will guide activities and operations for that office and each staff member. The manual is to be prepared and maintained either in written or electronic format. The manual must be sufficiently detailed to provide guidelines for the office functions and operations in the event of personnel changes and/or lengthy absences. The manuals are to be updated continually as changes in procedures or responsibilities occur. Updates must be completed to coincide with the updates of the Administrative Policy Manual and other official University manuals.
1.12 ROLE AND SCOPE OF RIO GRANDE COLLEGE (APM 1.12)

A. Sul Ross State University Rio Grande College serves Southwest Texas with offices in Del Rio, Eagle Pass, and Uvalde. It is located on the campuses of Southwest Texas Junior College. The Rio Grande College is authorized by the Texas Higher Education Coordinating Board to offer selected programs leading to baccalaureate and master's degrees. Courses are offered at the junior, senior, and master's levels and are open to students who are eligible for upper level and/or graduate classification in Sul Ross State University.

B. Rio Grande College provides opportunities for public service programs in area public schools, regional governmental agencies, and Laughlin Air Force Base. Selected courses are periodically offered for non-degree students interested in enhancing their professional development.

C. Courses offered by Rio Grande College lead to the fulfillment of requirements for degrees awarded by Sul Ross State University. Students must fulfill all admissions and academic requirements of the University as stated in the Catalog. The records for each student will distinguish between work completed on the main campus and RGC; however, all courses offered at Rio Grande College carry resident credit. Courses are offered in Del Rio, Eagle Pass, and Uvalde.

D. Students intending to complete graduate degrees authorized to the University but not available at Rio Grande College, may take a portion of the graduate work required in the Rio Grande College. Students enrolled in master's level programs with thesis option may apply a maximum of twelve semester credit hours of College course work toward degree credit. Students enrolled in master's level programs without thesis may apply a maximum of eighteen semester credit hours of College course work toward degree credit and enroll in a maximum of twelve semester credit hours in College course work. Rio Grande College faculty may serve on, but may not chair, thesis committees. Students enrolled in master's level programs without thesis option may take a maximum of eighteen semester credit hours in College course work. Rio Grande College faculty may serve on, but may not chair, the graduate committee.