

MINUTES

REGULAR MEETING

BOARD OF REGENTS

THE TEXAS A&M UNIVERSITY SYSTEM

HELD IN

COLLEGE STATION, TEXAS

August 20, 2020

(Approved November 12, 2020)

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MEETING OF THE BOARD OF REGENTS
August 20, 2020**

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MINUTES

REGULAR MEETING BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM

August 20, 2020

CONVENE

Chairman Elaine Mendoza convened a regular meeting of the Board of Regents of The Texas A&M University System at 11:46 a.m., Thursday, August 20, 2020, in the Century Ballroom of the Doug Pitcock '49 Texas A&M Hotel & Conference Center, 177 Joe Routt Boulevard, College Station, Texas.

The following members of the Board were present:

Ms. Elaine Mendoza, Chairman
Mr. Tim Leach, Vice Chairman
Mr. Phil Adams
Mr. Robert L. Albritton
Mr. Jay Graham
Mr. Michael A. Hernandez III
Mr. Bill Mahomes
Mr. Michael J. Plank
Mr. Cahlen Cheatham, Student Regent

The following member of the Board was not present:

Mr. Clifton L. Thomas, Jr.

(Note: Mr. Cahlen Cheatham of Stephenville, Texas, was appointed Student Regent of The Texas A&M University System by Governor Greg Abbott effective June 17, 2020. He replaced Mr. Levi McClenny of College Station, Texas.)

RECESS TO EXECUTIVE SESSION

Chairman Mendoza announced that the Board would recess to executive session as permitted by Chapter 551, Sections 71, 72, 73, 74 and 76 of the Texas Government Code. She said in accordance with the law, no final action, decision or vote with regard to any matter considered in executive session would be made or taken.

(Note: The Board met in executive session from 11:48 a.m. until 3:34 p.m.)

RECONVENE

Chairman Mendoza reconvened the meeting in open session at 4:02 p.m. with a quorum present.

INVOCATION

Chairman Mendoza called on Mr. Andrew Christjoy, a Texas A&M University student pursuing a doctoral degree in Communication, from Coppell, Texas, who presented the invocation.

CHAIRMAN'S REMARKS

Chairman Mendoza recognized Student Regent Cahlen Cheatham, recently appointed by Governor Greg Abbott. She said he was a first-generation college student and double major pursuing a Bachelor of Science degree in Agribusiness and Economics at Tarleton State University. In March 2020, Mr. Cheatham was elected Tarleton's Student Body President. She said after graduation, he planned to attend law school and practice law in the agricultural or corporate sector. She remarked that the Board looked forward to the upcoming year with Student Regent Cheatham.

Chairman Mendoza said they were all making campus adjustments as they reopened amid the COVID pandemic. Chairman Mendoza thanked Chancellor Sharp, his leadership team and the presidents and agency directors for the many months of planning that went into reopening safely. She said they were committed to a safe environment for staff, faculty and students and providing a quality education as they begin the new academic year.

Chairman Mendoza said the agenda included the "Community Report: Progress Update, Reflections and Updates to the Strategic Plan." She said the COVID-19 pandemic had reinforced the importance of strategic planning to the preservation of the A&M System. She added that their commitment to planning before this crisis allowed them to ask the right questions, develop correct tools and make the necessary investments to move quickly and effectively to serve Texas, the United States and the world. Chairman Mendoza said updating the 2016 Strategic Plan was a long process that allowed them to assess their strategic progress so far, reflect on the plan's ambitions, amend the plan for the future so they could continue to grow, and document how they would use the plan to achieve their goals. She stated that revising the plan in this way was further evidence that the Board of Regents viewed the strategic plan as a living document that they were committed to monitoring and adjusting as needed. She said they would continue to measure progress against the imperatives and hold the A&M System administration and institutional leadership accountable toward those goals. Chairman Mendoza advised that the Board had given a lot of time to the strategic plan, individually and collectively, and expressed her appreciation.

CHANCELLOR'S REMARKS

Chancellor Sharp stated that before he listed the A&M System's accomplishments he wanted to thank the faculty and staff of the A&M System. He said their efforts to adjust and continually provide top-notch educational opportunities online and in person were nothing less than heroic during this pandemic and they would never forget this year.

Chancellor Sharp highlighted accomplishments of the A&M System (a copy of his remarks are on file in the Office of the Board of Regents).

COVID-19 UPDATE

Mr. Billy Hamilton, Deputy Chancellor and Chief Financial Officer, said Chairman Mendoza and Chancellor Sharp's comments framed their commitment to having campuses open and remaining open. He noted that this past spring, Chancellor Sharp said whether they opened in the summer or in the fall -- they would reopen and needed to plan. A copy this update is on file in the Office of the Board of Regents.

PRESENTATION OF RESOLUTION

Chairman Mendoza said she wanted to take Item 5.1 out of order, and called on Ms. Jenny Jones, Vice Chancellor for Governmental Relations, who presented the item (Adoption of a Resolution Honoring the Memory of The Honorable John Otto).

Chancellor Sharp said it could not be overstated what Mr. Otto had done for Texas A&M while he was in the Legislature. He said he had a unique ability to recognize the needs for Texas A&M and a unique position to ensure that it happened. Chancellor Sharp emphasized that there was none better than Mr. Otto and he would be missed. Chancellor Sharp said they were thankful for what he and his wife, Nancy, brought to the A&M System, particularly Texas A&M.

Mrs. Otto thanked Chairman Mendoza and the Regents for this resolution, and said of all the accolades Mr. Otto received, she knew he would have been most proud of this one.

Chairman Mendoza said they greatly appreciated Mr. and Mrs. Otto and all the hours spent with Texas A&M. She noted that he would not be forgotten; his impact was immeasurable. She thanked Mrs. Otto and her family for their dedication and service to not only Texas A&M, but also to the state. She said she was sure they had sacrificed family time and appreciated her efforts to support Mr. Otto in his work. She added that they would always remember him fondly.

On motion of Regent Adams, seconded by Regent Graham, and by a unanimous vote, the following resolution was approved (121):

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**MINUTE ORDER 121-2020 (ITEM 5.1)**

**ADOPTION OF A RESOLUTION HONORING THE  
MEMORY OF THE HONORABLE JOHN C. OTTO  
FOR HIS EXTRAORDINARY CONTRIBUTIONS TO  
THE TEXAS A&M UNIVERSITY SYSTEM AND THE STATE OF TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Board of Regents of The Texas A&M University System adopted the resolution set forth in the attached exhibit.

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REPORT ON SYSTEM DIVERSITY, EQUITY & INCLUSION SUMMIT

Chairman Mendoza called on Dr. Hallmark and Dr. Lavelle Hendricks, Associate Professor in Counseling, Texas A&M University-Commerce, who presented a report on the A&M System Diversity, Equity & Inclusion Summit. Dr. Hendricks congratulated Chairman Mendoza on being a trendsetter in Texas, and for what she was doing to enable young women throughout the nation to rise to the top. He said to the Regents of the A&M System and Chancellor Sharp, as poet Dr. Maya Angelou said, “In diversity there is beauty and there is strength.” He advised that the A&M System had made significant steps in serving all Texans in recent years. Dr. Hendricks said they enrolled students from every walk of life, and each university had an extensive student success program to assist all students. He added that they had made great strides, but they needed to do more. He said success in a global society depended on students’ intercultural connections to understand the unique needs of a world different from just five years ago. A copy of Dr. Hendricks report is on file in the Office of the Board of Regents.

Chairman Mendoza thanked Dr. Hendricks for his report and presence at the meeting. She said the Board appreciated his leadership at A&M-Commerce and across the A&M System for the all-important work of helping underrepresented students succeed. She noted that they looked forward to hearing more on this work. Chairman Mendoza thanked Chancellor Sharp on his vision of supporting, enabling, promoting and funding this summit.

RECESS AND RECONVENE

Chairman Mendoza recessed the meeting at 4:59 p.m.

(Note: On Wednesday, August 19, the Committee on Academic and Student Affairs convened at 9:04 a.m. and adjourned at 10:00 a.m. The Committee on Buildings and Physical Plant convened at 10:08 a.m. and adjourned at 11:45 a.m. On Thursday, August 20, the Committee on Finance convened at 5:00 p.m. and adjourned at 5:26 p.m. The Committee on Audit convened at 5:27 p.m. and adjourned at 5:37 p.m.).

Chairman Mendoza reconvened the meeting at 5:38 p.m.

REPORT FROM THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Chairman Mendoza announced that she had the honor of chairing the committee meeting on August 19, 2020. She said the committee meeting focused on COVID-19, and Dr. Hallmark led a panel discussion on the A&M System universities’ experiences with COVID-19. The panel included Dr. Hallmark, Dr. James Palmer, Provost and Senior Vice President for Academic Affairs, Prairie View A&M University, Dr. Daniel Pugh, Vice President for Student Affairs, Texas A&M, Ms. Brandy McLelland, Vice President for Enrollment Management, Texas A&M University-San Antonio, and Mr. Eric Mendoza, Student Body President at Texas A&M, and President of the Chancellor’s Student Advisory Council. She advised that Mr. Mendoza, in his role as student leader, received many of the questions, and it was a wonderful session.

REPORT FROM THE COMMITTEE ON FINANCE

Regent Albritton, Chairman of the Committee on Finance, said the committee had met earlier the same day, and considered Item 1.1 through Item 1.4. He noted that Item 1.1 and Item 1.2 related to the FY 2021 operating budgets, and Item 1.3 and Item 1.4 related to the A&M System's overall debt program. He said the committee recommended approval of the items to the full Board.

On motion of Regent Albritton, seconded by Regent Hernandez, and by a unanimous vote, the following minute orders were approved (122 through 125):

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**MINUTE ORDER 122-2020 (ITEM 1.1)**

**APPROVAL OF FISCAL YEAR 2021  
SERVICE DEPARTMENT ACCOUNTS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The service department accounts for the members of The Texas A&M University System for the fiscal year ending August 31, 2021, included in the exhibit, are hereby approved subject to the provisions contained in System Regulation 21.01.05, Service Departments or Centers.

**MINUTE ORDER 123-2020 (ITEM 1.2)**

**APPROVAL OF  
FISCAL YEAR 2021 OPERATING BUDGETS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The operating budgets, included in the exhibit, as submitted by the members of The Texas A&M University System for the fiscal year ending August 31, 2021, are hereby approved and adopted subject to the provisions contained in System Policy 27.04 (Budget Authorizations, Limitations and Delegations of Authority). All funds budgeted for faculty and/or staff retention plans will be set aside in a reserve pending the Chancellor's approval to proceed. A final decision regarding the use of such funds will be made after sufficient additional information becomes available regarding the overall financial impact related to the COVID-19 pandemic, fall 2020 enrollment, and the economic outlook of the upcoming biennium.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 124-2020 (ITEM 1.3)**

**ADOPTION OF A RESOLUTION AUTHORIZING  
THE ISSUANCE OF THE BOARD OF REGENTS  
OF THE TEXAS A&M UNIVERSITY SYSTEM  
PERMANENT UNIVERSITY FUND BONDS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The resolution authorizing the issuance of the Board of Regents of The Texas A&M University System Permanent University Fund Bonds, substantially in the form of the attached exhibit, is adopted. The Chief Investment Officer and Treasurer, or other designated financial officer, is hereby authorized to take such actions as are necessary to accomplish the purposes of the resolution, including those relating to the issuance, sale, security and delivery of the bonds, all in accordance with the provisions of the resolution.

**MINUTE ORDER 125-2020 (ITEM 1.4)**

**ADOPTION OF A RESOLUTION AUTHORIZING  
THE ISSUANCE OF THE BOARD OF REGENTS  
OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The resolution authorizing the issuance of the Board of Regents of The Texas A&M University System Revenue Financing System Bonds, substantially in the form of the attached exhibit, is adopted. The Chief Investment Officer and Treasurer, or other designated financial officer, is hereby authorized to take such actions as are necessary to accomplish the purposes of the resolution, including those relating to the issuance, sale, security and delivery of the bonds, all in accordance with the provisions of the resolution.

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REPORT FROM THE COMMITTEE ON AUDIT

Regent Adams, Chairman of the Committee on Audit, said the committee met earlier the same day and received three reports. He added that the committee approved Item 2.1 and recommended approval to the full Board.

On motion of Regent Adams, seconded by Regent Graham, and by a unanimous vote, the following minute order was approved (126):

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**MINUTE ORDER 126-2020 (ITEM 2.1)**

**APPROVAL OF  
SYSTEM INTERNAL AUDIT PLAN FOR FISCAL YEAR 2021,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Board of Regents of The Texas A&M University System hereby approves the System Internal Audit Plan for Fiscal Year 2021, a copy of which is attached to the official minutes.

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REPORT FROM THE COMMITTEE ON BUILDINGS AND PHYSICAL PLANT

Regent Mahomes, Chairman of the Committee on Buildings and Physical Plant, reported that the committee met the previous day. He said eight construction items and the System Capital Plan for FY 2021 - 2025 were presented for approval. He noted that the committee recommended approval of Items 3.1 through 3.9.

On motion of Regent Mahomes, seconded by Regent Adams, and by a unanimous vote, the following minute orders were approved (127 through 135):

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**MINUTE ORDER 127-2020 (ITEM 3.1)**

**APPROVAL OF  
SYSTEM CAPITAL PLAN FOR FY 2021 – FY 2025,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The system capital plan for FY 2021 - FY 2025, as shown in the attached exhibit, is approved and authorization to appropriate up to 10 percent of the planning amount indicated for all FY 2021 proposed projects is granted. In addition, the appropriation of PUF and RFS funding is approved for FY 2021 minor construction, rehabilitation/renovation, and equipment/software procurement projects administered by the institutions or System Facilities Planning and Construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for these projects, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

To the extent that the system capital plan identifies projects for financing through the issuance of parity obligations secured by and payable from revenues of the Revenue Financing System, and as required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient pledged revenues to satisfy the annual debt service requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the participants, on whose behalf the parity obligations are issued, possess the financial capacity to satisfy their direct obligations after taking into account such proposed additional Revenue Financing System parity obligations as are identified in the system capital plan.

**MINUTE ORDER 128-2020 (ITEM 3.2)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES, AND APPROVAL  
FOR CONSTRUCTION FOR THE INSTRUCTIONAL LABORATORY &  
INNOVATIVE LEARNING BUILDING (ILSQ) PROJECT (NO. 02-3272),  
TEXAS A&M UNIVERSITY, COLLEGE STATION, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$100,000,000 for the Instructional Laboratory & Innovative Learning Building (ILSQ) Project is approved.

The amount of \$71,500,000 is appropriated from Account No. 01-083540, Revenue Financing System Debt Proceeds (Designated Tuition), the amount of \$15,000,000 is appropriated from Account No. 01-085660 Permanent University Fund Debt Proceeds, (AUF), and the amount of \$5,000,000 is appropriated from Account No. 01-084243 Permanent University Fund Debt Proceeds (AUF), for construction services and related project costs.

The Instructional Laboratory & Innovative Learning Building (ILSQ) Project, Texas A&M University, College Station, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 129-2020 (ITEM 3.3)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE  
AQUATICS CENTER PROJECT (NO. 04-3264),  
TARLETON STATE UNIVERSITY, STEPHENVILLE, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$11,307,950 for the Aquatics Center Project is approved.

The amount of \$9,000,000 is appropriated from Account No. 01-083540, Revenue Financing System Debt Proceeds (University Service Fees), the amount of \$307,950 is appropriated from Account No. 01-083540, Revenue Financing System Debt Proceeds (Parking Revenue), and the amount of \$1,000,000 is appropriated from Account No. 04-201999 USF – Capital Reserve, for construction services and related project costs.

The Aquatics Center Project, Tarleton State University, Stephenville, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 130-2020 (ITEM 3.4)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE  
AMARILLO CENTER PHASE III PROJECT (NO. 18-3313),  
WEST TEXAS A&M UNIVERSITY, AMARILLO, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$7,003,500 for the Amarillo Center Phase III Project is approved.

The amount of \$2,600,000 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds (HEF), the amount of \$1,400,000 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds (Interest Income), \$1,953,500 from Account No. 18-225016 Unallocated Interest Income, and \$500,000 from Account No. 18-155309 HEAF, for construction services and related project costs.

The Amarillo Center Phase III Project, West Texas A&M University, Amarillo, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 131-2020 (ITEM 3.5)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES, AND  
APPROVAL FOR CONSTRUCTION FOR THE BALLISTIC  
AERO-OPTICS AND MATERIALS FACILITY PROJECT (NO. 28-3321),  
TEXAS A&M ENGINEERING EXPERIMENT STATION, BRYAN, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$25,000,000 for the Ballistic Aero-Optics and Materials Facility Project is approved.

The amount of \$15,000,000 is appropriated from Account No. 01-083538 Revenue Financing System Debt Proceeds (Contract Revenue/Indirect Cost Recoveries), the amount of \$2,000,000 is appropriated from Account No. 01-083538 Revenue Financing System Debt Proceeds (Indirect Cost Recoveries), and the amount of \$5,500,000 is appropriated from Account No. 28-810076, AFC BAM Funding, for construction services and related project costs.

The Ballistic Aero-Optics and Materials Facility Project, Texas A&M Engineering Experiment Station, Bryan, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 132-2020 (ITEM 3.6)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE  
BCDC: INNOVATION PROVING GROUNDS PROJECT (NO. 28-3322),  
TEXAS A&M ENGINEERING EXPERIMENT STATION, BRYAN, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$42,000,000 for the BCDC: Innovation Proving Grounds Project is approved.

The amount of \$37,800,000 is appropriated from Account No. 28-810075 AFC IPG Funding, for construction services and related project costs.

The BCDC: Innovation Proving Grounds Project, Texas A&M Engineering Experiment Station, Bryan, Texas, is approved for construction.

**MINUTE ORDER 133-2020 (ITEM 3.7)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE HVAC  
REPLACEMENT LECHNER HALL PROJECT (NO. 2019-07175),  
TEXAS A&M UNIVERSITY, COLLEGE STATION, TEXAS,  
TEXAS A&M UNIVERSITY**

The project scope along with a project budget of \$7,025,766 for the HVAC Replacement Lechner Hall Project is approved.

The amount of \$6,323,190 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds (Housing Revenue) for construction services and related project costs.

The HVAC Replacement Lechner Hall Project, Texas A&M University, College Station, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 134-2020 (ITEM 3.8)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE HVAC  
REPLACEMENT WELLS HALL PROJECT (NO. 2019-07176),  
TEXAS A&M UNIVERSITY, COLLEGE STATION, TEXAS,  
TEXAS A&M UNIVERSITY**

The project scope along with a project budget of \$7,994,926 for the HVAC Replacement Wells Hall Project is approved.

The amount of \$7,195,434 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds (Housing Revenue) for construction services and related project costs.

The HVAC Replacement Wells Hall Project, Texas A&M University, College Station, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

**MINUTE ORDER 135-2020 (ITEM 3.9)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR PRE-CONSTRUCTION AND  
CONSTRUCTION SERVICES, AND APPROVAL FOR  
CONSTRUCTION OF THE ESCO 2021 PROJECT (NO. 10-40646), AT  
TEXAS A&M UNIVERSITY AT GALVESTON, GALVESTON, TEXAS,  
TEXAS A&M UNIVERSITY**

The project scope along with a project budget up to \$8,000,000 for the ESCO 2021 Project is approved.

The amount up to \$8,000,000 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds, (Energy Savings), for pre-construction services, construction services and related project costs.

The ESCO 2021 Project, Texas A&M University at Galveston, Galveston, Texas, is approved for construction.

The Board of Regents of The Texas A&M University System (Board) reasonably expects to incur debt in one or more obligations for this project, and all or a portion of the proceeds received from the sale of such obligations is reasonably expected to be used to reimburse the account(s) for amounts previously appropriated and/or expended from such account(s).

As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.

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Chairman Mendoza presented Item 5.2.

On motion of Vice Chairman Leach, seconded by Regent Adams, and by a unanimous vote, the following minute order was approved (136):

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**MINUTE ORDER 136-2020 (ITEM 5.2)**

**APPROVAL OF THE COMMUNITY REPORT: PROGRESS UPDATE,  
REFLECTIONS AND UPDATES TO THE STRATEGIC PLAN,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Board of Regents of The Texas A&M University System approves the Community Report: Progress Update, Reflections and Updates to the Strategic Plan, as shown in the attached exhibit.

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Chairman Mendoza presented Item 5.3, appointment of Ms. Janeen Judah to the University Lands Advisory Board (ULAB). She noted that the A&M System had three positions on this board, Regent Graham, Dr. Jeff Spath, and Mr. Mark Albers. She said Mr. Albers had requested that he not be considered for re-appointment to the ULAB board, and they owed him much gratitude for serving on this board the past few years. Chairman Mendoza advised that Ms. Judah, recently retired from Chevron Corporation, was an oil and gas industry leader with over 35 years of operational, managerial and environmental experience. She said Ms. Judah had a bachelor and master's degree in petroleum engineering from Texas A&M, a MBA from the University of Texas of the Permian Basin, a Juris Doctorate from the University of Houston Law Center, and was a Texas registered professional engineer and member of the Texas Bar. Chairman Mendoza thanked Regent Graham and Vice Chairman Leach for identifying this spectacular candidate.

On motion of Regent Albritton, seconded by Regent Graham, and by a unanimous vote, the following minute order was approved (137):

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**MINUTE ORDER 137-2020 (ITEM 5.3)**

**APPOINTMENT OF MS. JANEEN S. JUDAH  
TO THE UNIVERSITY LANDS ADVISORY BOARD,  
THE TEXAS A&M UNIVERSITY SYSTEM**

Effective immediately, Ms. Janeen S. Judah is hereby appointed to serve as a member of the University Lands Advisory Board for a term to expire on April 1, 2022, or until a replacement is named.

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Chairman Mendoza announced that Items 5.4 through 5.9 were considered in executive session.

On motion of Regent Hernandez, seconded by Regent Plank, and by a unanimous vote, the following minute orders were approved (138 through 143):

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**MINUTE ORDER 138-2020 (ITEM 5.4)**

**AUTHORIZATION TO SETTLE CLAIMS RELATING TO  
IMPERIAL CONSTRUCTION, INC. V. THE BOARD OF REGENTS  
OF THE TEXAS A&M UNIVERSITY SYSTEM, ET AL,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Chancellor of The Texas A&M University System, or designee, is authorized to negotiate and execute a settlement agreement to settle the litigation matter, Imperial Construction, Inc. v. The Board of Regents of The Texas A&M University System, et al., Cause No. 19-001424-CV-361, 361st District Court of Brazos County, related to Property Damage to Tarleton State University Fine Arts Building. The Chancellor, or designee, is further authorized to take other actions and execute other agreements as necessary to effectuate and implement the settlement.

**MINUTE ORDER 139-2020 (ITEM 5.5)**

**AUTHORIZATION TO SETTLE  
CONTRACTUAL DISPUTE WITH FLORIDA STATE UNIVERSITY,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The President of Texas A&M University, or designee, is authorized to negotiate and execute a settlement agreement with Florida State University to resolve the contractual dispute between Texas A&M University and Florida State University, subject to review for legal sufficiency by the Office of General Counsel. The President, or designee, is further authorized to take other actions as necessary to effectuate and implement the settlement.

**MINUTE ORDER 140-2020 (ITEM 5.6)**

**AUTHORIZATION FOR THE PRESIDENT TO  
NEGOTIATE AND EXECUTE AN EMPLOYMENT CONTRACT  
WITH MEN’S BASKETBALL COACH BYRON SMITH,  
PRAIRIE VIEW A&M UNIVERSITY**

Authority is hereby granted to the President of Prairie View A&M University to negotiate and execute an employment contract, upon review for legal form and sufficiency by the Office of General Counsel, with the following person:

Men’s Basketball Coach - Byron Smith

**MINUTE ORDER 141-2020 (ITEM 5.7)**

**AUTHORIZATION TO PURCHASE PROPERTY LOCATED AT  
1920 W. SLOAN IN STEPHENVILLE, ERATH COUNTY, TEXAS,  
TARLETON STATE UNIVERSITY**

The Board of Regents of The Texas A&M University System, having found a legitimate public purpose for the expenditure of funds for the purchase of property located at 1920 W. Sloan in Stephenville, Erath County, Texas, that there are adequate controls in place to ensure that the public purpose is accomplished, and that the consideration received in purchasing the Property is adequate, authorizes the Chancellor of The Texas A&M University System, or designee, following a review for legal sufficiency by the Office of General Counsel, to execute and deliver all documents, and to take all other actions, necessary to purchase the land and improvements located at 1920 W. Sloan in Stephenville, Erath County, Texas.

**MINUTE ORDER 142-2020 (ITEM 5.8)**

**AUTHORIZATION TO NEGOTIATE AND EXECUTE A  
LEASE FOR THE OPERATION OF AN OYSTER RESOURCE  
& RECOVERY CENTER NEAR THE CAMPUS OF  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI, IN NUECES COUNTY, TEXAS,  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

The Chancellor of The Texas A&M University System, or designee, following legal review by the Office of General Counsel, is authorized to negotiate, execute and deliver a lease agreement for the operation of an Oyster Resource & Recovery Center near the campus of Texas A&M University-Corpus Christi, in Nueces County, Texas, and to take any and all additional action and execute any and all ancillary documents deemed necessary to consummate the transaction.

**MINUTE ORDER 143-2020 (ITEM 5.9)**

**AUTHORIZATION TO PURCHASE LAND AND IMPROVEMENTS  
IN STRATEGIC LOCATIONS ACROSS THE STATE,  
TEXAS DIVISION OF EMERGENCY MANAGEMENT**

The Chancellor of The Texas A&M University System, or designee, following a review for legal sufficiency by the Office of General Counsel and verification of available funds by the Deputy Chancellor and Chief Financial Officer, is authorized to take all steps necessary to negotiate, execute and deliver all documents, and to take all other actions necessary to make multiple purchases of land and improvements identified by the Texas Division of Emergency Management for the management and storage of strategic supplies, equipment, resources, and other commodities. Total combined expenditure for the purchases is not to exceed \$50 Million.

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CONSENT AGENDA ITEMS

Chairman Mendoza presented Items 6.1 through 6.19, and Items 6.21 through 6.38.

On motion of Regent Adams, seconded by Vice Chairman Leach, and by a unanimous vote, the following minute orders were approved (144 through 180):

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**MINUTE ORDER 144-2020 (ITEM 6.1)**

**APPROVAL OF MINUTES  
FROM THE MAY 14, 2020, REGULAR BOARD MEETING;  
MAY 29, 2020, SPECIAL TELEPHONIC MEETING; AND  
JUNE 15, 2020, SPECIAL TELEPHONIC MEETING,  
BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM**

The Minutes of the May 14, 2020, Regular Board Meeting; May 29, 2020, Special Telephonic Meeting; and June 15, 2020, Special Telephonic Meeting are hereby approved.

**MINUTE ORDER 145-2020 (ITEM 6.2)**

**GRANTING OF THE TITLE OF EMERITUS, AUGUST 2020,  
THE TEXAS A&M UNIVERSITY SYSTEM**

In recognition of long and distinguished service to The Texas A&M University System, the Board of Regents hereby confirms the recommendation of the Chancellor, and confers the title of “Emeritus” upon the individuals as shown in the attached exhibit, Emeritus Title List No. 20-04, and grants all rights and privileges of this title.

**MINUTE ORDER 146-2020 (ITEM 6.3)**

**CONFIRMATION OF  
APPOINTMENT AND COMMISSIONING OF PEACE OFFICERS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

In accordance with System Policy 34.06 (Appointment, Commissioning and Authority of Peace Officers), the Board of Regents of The Texas A&M University System confirms the appointment and commissioning of campus peace officers by the presidents of their respective system member universities, in accordance with the requirements of the law, and as shown in the exhibit, attached to the official minutes, subject to their taking the oath required of peace officers.

**MINUTE ORDER 147-2020 (ITEM 6.4)**

**APPROVAL OF LIST OF  
AUTHORIZED SIGNERS FOR REVOLVING FUND  
BANK ACCOUNTS FOR SYSTEM MEMBERS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

Under the authority of the General Appropriations Act, and effective September 1, 2020, the employees of The Texas A&M University System members named below, and their successors in office, are hereby authorized to sign checks for the withdrawal of such funds according to law.

Source of Funds: Institutional Funds (or Qatar Foundation as indicated) Depository Bank: Wells Fargo Bank, N.A. (or Commercial Bank-Qatar as indicated)

**1. THE TEXAS A&M UNIVERSITY SYSTEM**

Revolving Fund portion not to exceed \$115,000,000 (Operating and Debt Service)

Employees authorized to sign checks:

Maria L. Robinson, Chief Investment Officer and Treasurer  
Elaine N. Welch, Associate Director, Financial Management Services  
David Verghese, Director, Investments  
All Texas A&M University Signers listed below

**2. TEXAS A&M UNIVERSITY (TAMU)**

Revolving Fund portion not to exceed \$50,000,000

Employees authorized to sign checks:

John McCall, Associate Vice President for Finance and Controller  
Debbie Phair, Executive Director, Financial Management Operations  
Solomon Loche, Director of Departmental Accounting Services  
Verna Fritsche, Director of Accounting Services  
Janet Guillory, Associate Controller  
Linda Kettler, Director, Financial Management Services

**TEXAS A&M UNIVERSITY HEALTH SCIENCE CENTER**

Revolving Fund portion not to exceed \$15,000,000

Employees authorized to sign checks:

All TAMU Signers listed above

**TEXAS A&M SYSTEM – SPONSORED RESEARCH SERVICES**

Employees authorized to sign checks:

All TAMU Signers listed above

**TEXAS A&M UNIVERSITY AT GALVESTON**

Revolving Fund portion not to exceed \$2,000,000

Employees authorized to sign checks:

All TAMU Signers listed above  
Susan Hernandez Lee, Associate Vice President for Finance and Compliance Officer

TEXAS A&M UNIVERSITY AT QATAR (TAMU AT QATAR)

Source of Funds – Qatar Foundation

Depository Bank – Commercial Bank - Qatar

Employees authorized to sign checks:

John McCall, Associate Vice President for Finance and Controller, TAMU

Janet Guillory, Associate Controller, TAMU

Joseph P. Pettibon II, Vice President for Enrollment & Academic Services, TAMU

Cesar O. Malave, Dean, TAMU at Qatar

Rosalie Nickles, Assistant Dean for Finance & Administration, TAMU at Qatar

Hassan S. Bazzi, Associate Dean for Research, TAMU at Qatar

Ioannis G. Economou, Associate Dean for Academic Affairs, TAMU at Qatar

Jean Laird, Director of Human Resources, TAMU at Qatar

3. TARLETON STATE UNIVERSITY

Revolving Fund portion not to exceed \$5,500,000

Employees authorized to sign checks:

Lori Beaty, Vice President for Finance & Administration and CFO

Kem Morgan, Associate Vice President for Finance & Administration

Jo Anna Ince, Associate Director, Accounting Services

Karen Fincher, Financial Analyst III

Taylor Keith, Financial Accountant II

Kristel Jones, Financial Accountant III – ACH/Wire Transfer only

Christina Dunagan, Financial Accountant III – ACH/Wire Transfer only

Angie Chabina, Student Account Specialist II – ACH/Wire Transfer only

4. PRAIRIE VIEW A&M UNIVERSITY

Revolving Fund portion not to exceed \$7,000,000

Employees authorized to sign checks:

Cynthia Carter-Horn, Senior Vice President for Business Affairs and CFO

Rod Mireles, Associate Vice President for Financial Management Services

Cozette Turner, Director

Dianne Evans, Budget Director

Equilla Jackson, Director, Treasury Services – ACH/Wire Transfer only

Martha Ewane, Assistant Director, Treasury Services –ACH/Wire Transfer only

Stephanie Redd, Financial Accountant I – ACH/Wire Transfer only

Jacory Scroggins, Financial Accountant I – ACH/Wire Transfer only

5. TEXAS A&M AGRILIFE RESEARCH

Revolving Fund portion not to exceed \$4,000,000

Employees authorized to sign checks:

Patrick Stover, Director

Elizabeth Parker, Associate Director

Steve Schulze, Assistant Vice Chancellor for Administration

Deanie Dudley, Assistant Dean, College of Agriculture and Life Sciences

Debra Cummings, Assistant Director and CFO, Texas A&M AgriLife Research

Donna Alexander, Assistant Director and CFO, Texas A&M AgriLife Extension Service

Vic S. Seidel, Assistant Agency Director, Texas A&M Veterinary Medical Diagnostic Laboratory

Shiao-Yen Ko, Manager of Accounting Services

Loree Lewis, Coordinator of Management Information

Kim Payne, Assistant Financial Manager

6. TEXAS A&M AGRILIFE EXTENSION SERVICE

Revolving Fund portion not to exceed \$4,000,000

Employees authorized to sign checks:

Jeffrey Hyde, Director  
Steve Schulze, Assistant Vice Chancellor for Administration  
Deanie Dudley, Assistant Dean, College of Agriculture and Life Sciences  
Donna Alexander, Assistant Director and CFO, Texas A&M AgriLife Extension Service  
Debra Cummings, Assistant Director and CFO, Texas A&M AgriLife Research  
Vic S. Seidel, Assistant Agency Director, Texas A&M Veterinary Medical Diagnostic Laboratory  
Shiao-Yen Ko, Manager of Accounting Services  
Loree Lewis, Coordinator of Management Information  
Kim Payne, Assistant Financial Manager

7. TEXAS A&M ENGINEERING EXPERIMENT STATION

Revolving Fund portion not to exceed \$3,000,000

Employees authorized to sign checks:

M. Katherine Banks, Director  
John Crawford, Assistant Vice Chancellor for Business Management and CFO  
Andrew B. Hinton, Controller  
Terry Martin, Assistant Controller  
Karen Gregory, Assistant Controller  
Courtney Cammack, Financial Management Supervisor I  
Gina Gressett, Financial Accountant II

TEXAS A&M ENGINEERING EXPERIMENT STATION at QATAR

Source of Funds – Qatar Foundation

Depository Bank – Commercial Bank - Qatar

Employees authorized to sign checks:

John Crawford, Assistant Vice Chancellor for Business Management  
and CFO, Texas A&M Engineering Experiment Station  
Andrew B. Hinton, Controller, Texas A&M Engineering Experiment Station  
Hassan S. Bazzi, Associate Dean for Research, TAMU at Qatar  
Cesar O. Malave, Dean, TAMU at Qatar

8. TEXAS A&M ENGINEERING EXTENSION SERVICE

Revolving Fund portion not to exceed \$3,000,000

Employees authorized to sign checks:

Robert Todd, Associate Agency Director and CFO  
Brian Stipe, Assistant CFO  
Carolyn Abt, Financial Manager  
Ana Guerrero, Financial Manager  
Adrienne Person, Financial Manager – ACH/Wire Transfer only

9. TEXAS A&M FOREST SERVICE

Revolving Fund portion not to exceed \$3,500,000

Employees authorized to sign checks:

Tom G. Boggus, Director  
Robby DeWitt, Associate Director for Finance & Administration  
Travis Zamzow, Budgets and Accounting Department Head  
Madelyn Galloway, Policy and Review Coordinator  
Claudia Dominguez, Financial Management Supervisor  
John Powell, Management Review Officer

10. TEXAS A&M TRANSPORTATION INSTITUTE

Revolving Fund portion not to exceed \$1,000,000

Employees authorized to sign checks:

Joseph Dunn, Assistant Agency Director and CFO  
Rodney Horrell, Assistant CFO  
Tyler Theobald, Controller  
Karen Coleman, Assistant Director, Accounting  
Weining Yang, Accounting Supervisor  
Randi Marshall, Financial Accountant IV

TEXAS A&M TRANSPORTATION INSTITUTE at QATAR

Source of Funds – Qatar Foundation

Depository Bank – Commercial Bank - Qatar

Employees authorized to sign checks:

Joseph Dunn, Assistant Agency Director and CFO  
Rodney Horrell, Assistant CFO

11. TEXAS A&M UNIVERSITY-CORPUS CHRISTI

Revolving Fund portion not to exceed \$5,500,000

Employees authorized to sign checks:

Kelly Miller, President  
Jaclyn Mahlmann, Vice President for Finance & Administration  
Judy Harral, Executive Director of Administrative Services  
Rebecca Torres, Associate Vice President for Finance and Controller  
Rosanne Gorny, Assistant Vice President and Chief Budget Officer  
Yolanda Castorena, Assistant Comptroller  
Will Hobart, Director of Procurement & Disbursements and HUB Coordinator  
Cassie Eyring, Accountant Manager  
John Boeye, Financial Accountant III  
Eliza Garcia, Financial Accountant III  
Vacant, Financial Accountant II  
Kristen Contreras, Accounting Assistant III

12. TEXAS A&M INTERNATIONAL UNIVERSITY

Revolving Fund portion not to exceed \$3,500,000

Employees authorized to sign checks:

Pablo Arenaz, President  
Juan J. Castillo, Jr., Vice President for Finance & Administration  
Elena Martinez, Comptroller  
Federico Juarez III, Associate Vice President for Finance & Administration  
Carlos Bella, Assistant Comptroller  
Maria Elena Hernandez, Assistant Comptroller/Receivables  
Melisa Rangel, Financial Accountant IV  
Patricia Ornelas, Financial Accountant IV  
Vacant, Financial Accountant III

13. TEXAS A&M UNIVERSITY-KINGSVILLE

Revolving Fund portion not to exceed \$5,000,000

Employees authorized to sign checks:

Mark Hussey, President  
Jacob Flournoy, Vice President for Finance and CFO  
Maricela Cisneros, Executive Director  
Joanne Macias, Executive Director and Controller  
Claudia Conard, Financial Analyst II  
Wilma Castillo, Associate Director, Accounting  
Robyn Wallace, Financial Analyst II  
Shelby Liendo, Property Records Officer

14. TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY

Revolving Fund portion not to exceed \$3,800,000

Employees authorized to sign checks:

Bruce Akey, Director  
Steve Schulze, Assistant Vice Chancellor for Administration  
Vic S. Seidel, Assistant Agency Director  
Deanie Dudley, Assistant Dean, College of Agriculture and Life Sciences  
Donna Alexander, Assistant Director and CFO, Texas A&M AgriLife Extension Service  
Debra Cummings, Assistant Director and CFO, Texas A&M AgriLife Research  
Shiao-Yen Ko, Manager of Accounting Services  
Loree Lewis, Coordinator of Management Information  
Kim Payne, Assistant Financial Manager

15. WEST TEXAS A&M UNIVERSITY

Revolving Fund portion not to exceed \$4,500,000

Employees authorized to sign checks:

Randy Rikel, Vice President for Business and Finance  
Shelly Davis, Associate Vice President and Controller  
Mark Hiner, Associate Vice President  
Todd McNeill, Director of Finance  
Julie Harvell, Bursar

16. TEXAS A&M UNIVERSITY-COMMERCE

Revolving Fund portion not to exceed \$5,500,000

Employees authorized to sign checks:

Mark Rudin, President and Chief Executive Officer  
Tina Livingston, Vice President for Finance & Administration  
Paula Hanson, Associate Vice President for Business and Administration and Controller  
Sarah Baker, Director of Accounting and Financial Reporting  
Erica Contreras, Director of Budgets  
Janet Anderson, Budget Coordinator  
Vacant, Budget Analyst  
Amanda Reams, Senior Accountant  
ArLana Martin, Budget Analyst  
Rocio (Rose) Moreno, State Accounting Manager  
Denise Calixto, Financial Reporting and Reconciliation Accountant  
Kim Jefferies, Coordinator of Gift Processing  
Debbie Gonzalez, Grant Accountant and Property Manager  
Vacant, Staff Accountant



17. TEXAS A&M UNIVERSITY-TEXARKANA

Revolving Fund portion not to exceed \$2,000,000

Employees authorized to sign checks:

Emily F. Cutrer, President

Jeff Hinton, Vice President for Finance & Administration

Rhonda Jones, Controller

Toni Burton, Director of Accounting

Cathy Adams, Financial Accountant IV

18. TEXAS A&M UNIVERSITY-CENTRAL TEXAS

Revolving Fund portion not to exceed \$2,500,000

Employees authorized to sign checks:

Marc Nigliazzo, President

Todd Lutz, Interim Vice President of Finance & Administration and CFO

Susan Bowden, Controller and Director of Business Affairs

Arnetta Brown, Director of Business Services

Eileen Thomas, Senior Accountant

Danielle Clouden, Senior Accountant

19. TEXAS A&M UNIVERSITY-SAN ANTONIO

Revolving Fund portion not to exceed \$3,500,000

Employees authorized to sign checks:

Cynthia Teniente-Matson, President

Kathryn Funk-Baxter, Vice President for Business Affairs and CFO

Chris Leach, Associate Vice President for Financial Services and Controller

Denis Cano, Associate Controller and Director of Accounting Services

Patricia Hayes, Director of Business Services

Jesus Martinez, Financial Analyst III

20. TEXAS DIVISION OF EMERGENCY MANAGEMENT

Revolving Fund portion not to exceed \$50,000,000

Employees authorized to sign checks:

John McCall, Associate Vice President for Finance and Controller

Debbie Phair, Executive Director, Financial Management Operations

Solomon Loche, Director of Departmental Accounting Services

Verna Fritsche, Director of Accounting Services

Janet Guillory, Associate Controller

Linda Kettler, Director, Financial Management Services

**MINUTE ORDER 148-2020 (ITEM 6.5)**

**APPROVAL OF REVISIONS  
TO SYSTEM POLICY 22.02 (SYSTEM INVESTMENT),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 22.02 (System Investment), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 149-2020 (ITEM 6.6)**

**APPROVAL OF EXTENSION  
TO BANK DEPOSITORY AGREEMENTS WITH  
GUARANTY BANK & TRUST AND FIRST TEXAS BANK & TRUST,  
THE TEXAS A&M UNIVERSITY SYSTEM**

In accordance with System Policy 22.02 (System Investment), Guaranty Bank & Trust and First Texas Bank & Trust are hereby approved as depositories for The Texas A&M University System.

**MINUTE ORDER 150-2020 (ITEM 6.7)**

**ADOPTION OF A RESOLUTION RECOGNIZING THE  
IMPORTANCE OF THE BRYAN-COLLEGE STATION  
COMMUNITY TO TEXAS A&M UNIVERSITY,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Board of Regents of The Texas A&M University System adopted the resolution set forth in the attached exhibit.

**MINUTE ORDER 151-2020 (ITEM 6.8)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
PRAIRIE VIEW A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Prairie View A&M University as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 152-2020 (ITEM 6.9)**

**APPROVAL OF A NEW MASTER OF  
SOCIAL WORK DEGREE PROGRAM, AND  
AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
PRAIRIE VIEW A&M UNIVERSITY SYSTEM**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Prairie View A&M University leading to a Master of Social Work.

The Board also authorizes submission of Prairie View A&M University's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 153-2020 (ITEM 6.10)**

**APPROVAL OF A NEW BACHELOR OF  
SCIENCE DEGREE PROGRAM WITH A MAJOR IN  
COMMUNICATION SCIENCES AND DISORDERS, AND  
AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TARLETON STATE UNIVERSITY**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Bachelor of Science in Communication Sciences and Disorders.

The Board also authorizes submission of Tarleton State University's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 154-2020 (ITEM 6.11)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M INTERNATIONAL UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Texas A&M International University as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 155-2020 (ITEM 6.12)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Texas A&M University as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 156-2020 (ITEM 6.13)**

**APPROVAL OF A NEW MASTER OF SCIENCE  
DEGREE PROGRAM WITH A MAJOR IN DATA SCIENCE,  
AND AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University leading to a Master of Science in Data Science.

The Board also authorizes submission of Texas A&M University's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 157-2020 (ITEM 6.14)**

**APPROVAL FOR DR. DAVID STAACK, A SYSTEM EMPLOYEE,  
TO SERVE AS AN OFFICER, MEMBER OF THE BOARD OF  
DIRECTORS AND EMPLOYEE OF GEO-SPARC LLC, AN  
ENTITY THAT PROPOSES TO LICENSE TECHNOLOGY  
FROM THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves for Dr. David Staack, an employee of Texas A&M University, to serve, in his individual capacity, as an officer, member of the board of directors and employee of Geo-SPARC LLC, an entity that proposes to license technology from The Texas A&M University System relating to the research, development, licensing, or exploitation of intellectual property conceived, created, authored, discovered, invented, or developed by Dr. Staack.

**MINUTE ORDER 158-2020 (ITEM 6.15)**

**APPROVAL FOR DR. NASIR GHARAIBEH, A SYSTEM EMPLOYEE,  
TO SERVE AS AN OFFICER, MEMBER OF THE BOARD OF  
DIRECTORS AND EMPLOYEE OF INFRAFRAME, LLC, AN  
ENTITY THAT PROPOSES TO LICENSE TECHNOLOGY  
FROM THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves for Dr. Nasir Gharaibeh, an employee of Texas A&M University, to serve, in his individual capacity, as an officer, member of the board of directors and employee of InfraFrame, LLC, an entity that proposes to license technology from The Texas A&M University System relating to the research, development, licensing, or exploitation of intellectual property conceived, created, authored, discovered, invented, or developed by Dr. Gharaibeh.

**MINUTE ORDER 159-2020 (ITEM 6.16)**

**AUTHORIZATION TO ESTABLISH TWO  
QUASI-ENDOWMENTS IN THE SYSTEM ENDOWMENT FUND  
ENTITLED ANNE LAMAR HARRISON QUASI-ENDOWMENT FOR  
THE STEVENSON COMPANION ANIMAL LIFE-CARE CENTER,  
AND PROFESSOR ABRAHAM CLEARFIELD MATERIALS  
SCIENCE SCHOLARSHIP QUASI-ENDOWMENT,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System authorizes the President of Texas A&M University to establish two quasi-endowments in the System Endowment Fund entitled:

- “Anne Lamar Harrison Quasi-Endowment for the Stevenson Companion Animal Life-Care Center”
- “Professor Abraham Clearfield Materials Science Scholarship Quasi-Endowment”

**MINUTE ORDER 160-2020 (ITEM 6.17)**

**NAMING OF  
ANNE S. & HENRY B. “HANK” PAUP ’70 PAVILION  
TEXAS A&M SWIMMING & DIVING, SHARON & JAMES HAIL ’72  
TRAINING ROOM, BRATTON FAMILY WOMEN’S LOCKER ROOM,  
KELLY ’00 & RYAN SLATER ’99 MEN’S HEAD SWIMMING COACH OFFICE,  
PAM ’86 & BRUCE STRINGFELLOW ’83 DIVING HEAD COACH OFFICE,  
RENE ’90 AND SCOTT MOSES ’90 DIRECTOR OF OPERATIONS OFFICE,  
CONNIE ’90 & WILLIAM ’85 FULLER WOMEN’S ASSISTANT COACH  
OFFICE, TRICIA & STEVEN L. SISNEY ’83 NUTRITION AREA,  
STEVE BULTMAN WOMEN’S HEAD COACH OFFICE, AT THE  
TEXAS A&M UNIVERSITY SWIMMING AND DIVING EXPANSION,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the following Athletics facilities and related structures in or around the Texas A&M University Swimming and Diving Expansion on the campus of Texas A&M University:

- Facility Exterior - “Anne S. & Henry B. “Hank” Paup ’70 Pavilion Texas A&M Swimming & Diving”
- Training Room - “Sharon & James Hail ’72 Training Room”
- Women’s Locker Room - “Bratton Family Women’s Locker Room”
- Men’s Head Coach Office - “Kelly ’00 & Ryan Slater ’99 Men’s Head Swimming Coach Office”
- Head Diving Coach Office - “Pam ’86 & Bruce Stringfellow ’83 Diving Head Coach Office”

- Director of Operations Office - “Rene ’90 and Scott Moses ’90 Director of Operations Office”
- Women’s Assistant Coach Office - “Connie ’90 & William ’85 Fuller Women’s Assistant Coach Office”
- Nutrition Area - “Tricia & Steven L. Sisney ’83 Nutrition Area”
- Women’s Head Coach Office - “Steve Bultman Women’s Head Coach Office”

**MINUTE ORDER 161-2020 (ITEM 6.18)**

**NAMING OF THE  
TRACI ’11 AND CURTIS SAMFORD ’83  
GEOSCIENCES CAREER CENTER,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the Geosciences Career Center, a satellite of the Texas A&M University Career Center on the campus of Texas A&M University, the “Traci ’11 and Curtis Samford ’83 Geosciences Career Center.”

**MINUTE ORDER 162-2020 (ITEM 6.19)**

**NAMING OF  
THE H.J. (BILL) ’46 AND RETA HAYNES STUDENT LEARNING CENTER,  
AND THE H.J. (BILL) ’46 AND RETA HAYNES GRADUATE ASSISTANT  
RESEARCH CENTER, INSIDE THE ALLEN BUILDING,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the Student Learning Center and Graduate Assistant Research Center spaces inside the Allen Building on the campus at Texas A&M University:

- Student Learning Center - “The H.J. (Bill) ’46 and Reta Haynes Student Learning Center”
- Graduate Assistant Research Center - “The H.J. (Bill) ’46 and Reta Haynes Graduate Assistant Research Center”

**MINUTE ORDER 163-2020 (ITEM 6.21)**

**AUTHORIZATION FOR THE PRESIDENT  
TO NEGOTIATE AND EXECUTE A CONTRACT OVER \$500,000,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System authorizes the President of Texas A&M University to negotiate and execute the contract, and other related documents, listed in the exhibit, Contract List No. 20-04, subject to review for legal form and sufficiency by the Office of General Counsel.

**MINUTE ORDER 164-2020 (ITEM 6.22)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY-CENTRAL TEXAS**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Central Texas as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 165-2020 (ITEM 6.23)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY-COMMERCE**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Commerce as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 166-2020 (ITEM 6.24)**

**APPROVAL OF A NEW BACHELOR OF SCIENCE  
AND BACHELOR OF ARTS DEGREE PROGRAM WITH A MAJOR IN  
HUMAN SERVICES, AND AUTHORIZATION TO REQUEST APPROVAL  
FROM THE TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-COMMERCE**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Commerce leading to a Bachelor of Science and Bachelor of Arts in Human Services.

The Board also authorizes submission of Texas A&M University-Commerce's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 167-2020 (ITEM 6.25)**

**APPROVAL OF A NEW BACHELOR OF SCIENCE DEGREE  
PROGRAM WITH A MAJOR IN VETERINARY BIOMEDICAL  
TECHNOLOGY, AND AUTHORIZATION TO REQUEST APPROVAL  
FROM THE TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-COMMERCE**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Commerce leading to a Bachelor of Science in Veterinary Biomedical Technology.

The Board also authorizes submission of Texas A&M University-Commerce's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 168-2020 (ITEM 6.26)**

**RENAME THE GEE LIBRARY, THE VELMA K. WATERS LIBRARY;  
RENAME GEE LAKE, THE CHARLES S. GARVIN LAKE; NAMING OF  
NEW CONFERENCE ROOM 269, THE MIKE & KAREN GALLAGHER  
CONFERENCE ROOM, AND LOBBY (ROOM 102), THE  
SCOTT & KATHRYN WHEELER FAMILY LOBBY,  
TEXAS A&M UNIVERSITY-COMMERCE**

The Board of Regents of The Texas A&M University System hereby renames the James G. Gee Library on the campus of Texas A&M University-Commerce the "Velma K. Waters Library."

The Gee Lake on the campus of Texas A&M University-Commerce is renamed the "Charles S. Garvin Lake."

The following conference room in the Nursing and Health Sciences Building on the campus of Texas A&M University-Commerce is named:

- New Conference Room (Room 269) - "Mike & Karen Gallagher Conference Room."

The following space in the Football Locker Room on the campus of Texas A&M University-Commerce is named:

- Lobby (Room 102) - "Scott & Kathryn Wheeler Family Lobby"



**MINUTE ORDER 169-2020 (ITEM 6.27)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Corpus Christi as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 170-2020 (ITEM 6.28)**

**APPROVAL OF A NEW BACHELOR OF SCIENCE  
DEGREE PROGRAM WITH A MAJOR IN SPORT MANAGEMENT,  
AND AUTHORIZATION TO REQUEST APPROVAL FROM  
THE TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Corpus Christi leading to a Bachelor of Science in Sport Management.

The Board also authorizes submission of Texas A&M University-Corpus Christi's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 171-2020 (ITEM 6.29)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY-KINGSVILLE**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Kingsville as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 172-2020 (ITEM 6.30)**

**APPROVAL OF A NEW BACHELOR OF  
GENERAL STUDIES DEGREE PROGRAM, AND  
AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-KINGSVILLE**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Kingsville leading to a Bachelor of General Studies.

The Board also authorizes submission of Texas A&M University-Kingsville's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 173-2020 (ITEM 6.31)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
TEXAS A&M UNIVERSITY-SAN ANTONIO**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-San Antonio as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 174-2020 (ITEM 6.32)**

**APPROVAL OF A NEW MASTER OF SCIENCE  
DEGREE PROGRAM WITH A MAJOR IN FINANCE, AND  
AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-SAN ANTONIO**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-San Antonio leading to a Master of Science in Finance.

The Board also authorizes submission of Texas A&M University-San Antonio's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met.

**MINUTE ORDER 175-2020 (ITEM 6.33)**

**NAMING OF THE  
AMERICAN ELECTRIC POWER FOUNDATION  
COMPUTER AIDED DESIGN LAB, IN THE BUILDING  
FOR ACADEMIC AND STUDENT SERVICES,  
TEXAS A&M UNIVERSITY-TEXARKANA**

The Board of Regents of The Texas A&M University System hereby names the Computer Aided Design Lab Room 247 in the Building for Academic and Student Services the “American Electric Power Foundation Computer Aided Design Lab.”

**MINUTE ORDER 176-2020 (ITEM 6.34)**

**APPROVAL OF ACADEMIC TENURE, AUGUST 2020,  
WEST TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at West Texas A&M University as set forth in the exhibit, Tenure List No. 20-04.

**MINUTE ORDER 177-2020 (ITEM 6.35)**

**ESTABLISHMENT OF THE  
AGRICULTURE, FOOD AND NUTRITION EVIDENCE CENTER,  
TEXAS A&M AGRILIFE RESEARCH**

The Agriculture, Food and Nutrition Evidence Center is hereby established as an organizational unit of Texas A&M AgriLife Research.

**MINUTE ORDER 178-2020 (ITEM 6.36)**

**CONFIRMATION OF  
APPOINTMENT AND COMMISSIONING OF PEACE OFFICER,  
TEXAS A&M FOREST SERVICE**

In accordance with System Policy 34.06 (Appointment, Commissioning and Authority of Peace Officers), the Board of Regents confirms the Director of Texas A&M Forest Service’s appointment and commissioning of Mr. Michael S. Cunningham as a peace officer for the system, subject to taking the oath required of peace officers.

**MINUTE ORDER 179-2020 (ITEM 6.37)**

**AUTHORIZATION TO EXECUTE  
FY 2020 FEDERAL NON-RESEARCH GRANT AGREEMENT,  
AND ANY AMENDMENTS, MODIFICATIONS OR EXTENSIONS,  
TEXAS A&M FOREST SERVICE**

The Director of the Texas A&M Forest Service, or designee, is authorized to execute, following review for legal sufficiency by the Office of General Counsel, grant agreements, amendments, modifications or extensions with the United States Department of Agriculture - Forest Service for the Fiscal Year 2020 Forest Legacy Acquisition Grant.

**MINUTE ORDER 180-2020 (ITEM 6.38)**

**AUTHORIZATION TO EXECUTE  
2020-2025 MASTER COOPERATIVE WILDLAND FIRE  
MANAGEMENT AND STAFFORD ACT RESPONSE AGREEMENT,  
AND ANY AMENDMENTS, MODIFICATIONS OR EXTENSIONS,  
TEXAS A&M FOREST SERVICE**

The Director of the Texas A&M Forest Service, or designee, is authorized to execute, following review for legal sufficiency by the Office of General Counsel, the 2020-2025 Master Cooperative Wildland Fire Management and Stafford Act Response Agreement.

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Chairman Mendoza presented Item 6.20.

(Note: Regent Mahomes recused himself from the discussion and Board vote on Item 6.20.)

On motion of Regent Plank, seconded by Regent Adams, and by a unanimous vote, the following minute order was approved (181):

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**MINUTE ORDER 181-2020 (ITEM 6.20)**

**AUTHORIZATION FOR THE PRESIDENT TO  
NEGOTIATE AND EXECUTE AN AGREEMENT  
AND OTHER RELATED DOCUMENTS WITH  
BAYLOR SCOTT & WHITE IN CONNECTION WITH THE  
TEXAS CHILD MENTAL HEALTH CARE CONSORTIUM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System authorizes the President of Texas A&M University to negotiate and execute an agreement and other related documents with Baylor Scott & White Health in connection with the Texas Child Mental Health Care Consortium, and further authorizes the President to take all actions necessary to carry out the intents and purposes of this agreement, subject to review for legal form and sufficiency by the Office of General Counsel.

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ANNOUNCEMENTS

Chairman Mendoza advised that the next regularly scheduled Board meeting was November 11-13, 2020, in Bryan-College Station.

ADJOURN

There being no further business, Chairman Mendoza asked for a motion to adjourn. On motion of Regent Plank, seconded by Regent Mahomes, the meeting was adjourned at 5:44 p.m.

Vickie Burt Spillers
Executive Director, Board of Regents

(Minutes transcribed by Gwen Kirby, Office of the Board of Regents.)

Resolution

WHEREAS, Mr. John C. Otto grew up in Dayton, Texas and, after graduating from Dayton High School in 1966, enrolled at Texas A&M University, graduating with a Bachelor of Business Administration accounting degree in 1970. After graduation, Mr. Otto was commissioned as a second lieutenant in the United States Army at Fort Benjamin Harrison; and

WHEREAS, Mr. Otto, during his senior year at Texas A&M University, was selected head drum major of the Fightin' Texas Aggie Band, and was president of the Texas Aggie Band Association, and in December 1969, prior to his last semester at Texas A&M University, married his childhood sweetheart, the former Nancy Whitman, and became the proud father of two sons, Bryan Otto and Jason Otto, and devoted grandfather to three grandchildren; and

WHEREAS, Mr. Otto was a certified public accountant for over 40 years, owning a private practice in Dayton until retiring from the business in 2012, and prior to his election to the Texas House, served as a member of the Dayton City Council, the Dayton ISD Board of Trustees, the Liberty County Central Appraisal District Board of Directors, the Dayton Chamber of Commerce and the Dayton Community Development Corporation; and

WHEREAS, Mr. Otto was elected to six terms in the Texas House of Representatives, from 2005 until January 9, 2017, representing House District 18, and in 2005 was named "Freshman of the Year" by the House Republican Caucus, "Rookie of the Year" by Texas Monthly magazine, and "Most Valuable Freshman" by Capitol Inside, and was named to Texas Monthly's "Ten Best Legislators" list in 2009 and 2015, and in 2011 was the recipient of the "Citizen of the Year" award from the Liberty-Dayton Area Chamber of Commerce; and

WHEREAS, Mr. Otto, in 2008 as the chairman of the House Select Committee on Property Tax Relief and Appraisal Reform, was instrumental in authoring and securing passage of property tax reforms, which earned him the "Legislative Achievement Award" from the Texas Taxpayers and Research Association, and having also served as vice chairman of the House Ways and Means Committee and Budget Conference committees; and

WHEREAS, Mr. Otto was a fierce champion for over a decade for local CASA programs, authoring HB2, the state Supplemental Appropriations Bill, supporting a \$4.8 million increase in CASA funding as chair of the House Appropriations Committee; and

WHEREAS, Mr. Otto, after beginning his service on the House Appropriations Committee in 2007, achieved his lifelong goal of being selected to serve as chair of the Committee, where he presided over the creation of a responsible and more transparent budget that recognized and funded the needs and demands of a growing state, and worked to improve the lives of all Texans; and

WHEREAS, Mr. Otto initiated and established, through the budget process, the Texas Research University Fund to provide performance-based support for the state's public national research universities, which currently provides over \$147 million in the biennium in support for Texas A&M University and the University of Texas at Austin; and

WHEREAS, Mr. Otto continued his service to the state of Texas, accepting a position with The Texas A&M University System as the Assistant Vice Chancellor and Director of Local Government Relations, serving in this position since 2016, and in this position he played a critical role in several key Texas A&M University System initiatives in the 2019 session, including \$55 million in student equity support for Texas A&M University, \$50 million in funding for the Innovation Proving Ground at RELIS for Army Futures Command, and backing for the Texas A&M University at Galveston Pelican Bridge Project; and

WHEREAS, Mr. Otto's accomplishments as a legislator and his commitment as an employee of The Texas A&M University System to support the core mission of teaching, research and service of all Texas A&M University System entities are unparalleled; now, therefore, be it

RESOLVED, that The Texas A&M University System is proud to recognize Mr. John C. Otto as a transformative leader for Texas who improved the lives of countless Texans and their families; and, be it, further

RESOLVED, that in honor of a man *tough enough, proud enough and good enough to be a "Noble Man of Kyle,"* that the Fightin' Texas Aggie Band head drum major mace be dedicated to and permanently named the John C. Otto '70 Head Drum Major Mace; and, be it, further

RESOLVED, that this resolution be included in the minutes, and official copies thereof be signed by the Chairman of the Board of Regents of The Texas A&M University System, and be presented to his wife, Mrs. Nancy Otto, and to the Archives of The Texas A&M University System as a permanent mark of the respect of this Board of Regents for the late John C. Otto's lifetime of dedicated service and the impact he had on Texas and its people, and as a token of this Board of Regents' sympathy in his family's great loss.

ADOPTED, this 20th day of August 2020.

The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Prairie View A&M University

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
227100 - Utility System Revenue Fund	\$0	\$2,406,860	\$2,406,860	\$0	\$0	\$0
227106 - Water Treatment Plant	\$0	\$375,521	\$375,521	\$0	\$0	\$0
227107 - Wastewater Treatment Plant	\$0	\$772,781	\$772,781	\$0	\$0	\$0
227155 - Outsourced Services	\$0	\$7,646,138	\$7,646,138	\$0	\$0	\$0
227311 - Lump Sum Reserve - Local Accounts	\$0	\$108,250	\$108,250	\$0	\$0	\$0
227600 - Surplus Property	\$0	\$1,442	\$1,442	\$0	\$0	\$0
227701 - Campus Mail Services	\$0	\$176,865	\$176,865	\$0	\$0	\$0
227710 - Voice Over Ip	\$0	\$1,038,399	\$1,038,399	\$0	\$0	\$0
227800 - Transportation Center	\$0	\$370,000	\$370,000	\$0	\$0	\$0
271300 - Administrative Ohcr	\$0	\$4,416,389	\$0	\$4,416,389	(\$4,416,389)	\$0
271301 - Business Affairs	\$0	\$0	\$69,736	(\$69,736)	\$69,736	\$0
271302 - Financial Management Services	\$0	\$0	\$907,020	(\$907,020)	\$907,020	\$0
271305 - Human Resources	\$0	\$0	\$807,473	(\$807,473)	\$807,473	\$0
271306 - Campus Planning	\$0	\$0	\$503,510	(\$503,510)	\$503,510	\$0
271307 - Information Resource	\$0	\$0	\$62,023	(\$62,023)	\$62,023	\$0
271308 - Environmental Health & Safety	\$0	\$0	\$68,278	(\$68,278)	\$68,278	\$0
271312 - University Assessments	\$0	\$0	\$1,002,121	(\$1,002,121)	\$1,002,121	\$0
271314 - University Police Department	\$0	\$0	\$996,228	(\$996,228)	\$996,228	\$0
Prairie View A&M University	\$0	\$17,312,645	\$17,312,645	\$0	\$0	\$0

Revenue Sales And Services \$17,312,645

Expense	Salaries - Non-Faculty	\$2,807,675
	Wages	\$143,808
	Benefits	\$814,545
	Utilities	\$823,064
	Operations And Maintenance	\$12,623,553
	Equipment (Capitalized)	\$100,000

Prairie View A&M University	\$0	\$17,312,645	\$17,312,645	\$0	\$0	\$0
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Tarleton State University

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
281100 - Tiaer Laboratory Services	\$0	\$134,636	\$134,015	\$621	\$0	\$621
282000 - Uci Reserve	\$0	\$33,000	\$14,900	\$18,100	\$0	\$18,100
283000 - Lump Sum Reserve	\$0	\$430,000	\$421,216	\$8,784	\$0	\$8,784
Tarleton State University	\$0	\$597,636	\$570,131	\$27,505	\$0	\$27,505

Revenue	Sales And Services	\$597,636
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Expense	Salaries - Non-Faculty	\$66,726
	Wages	\$400,874
	Benefits	\$62,138
	Operations And Maintenance	\$40,393

Tarleton State University	\$0	\$597,636	\$570,131	\$27,505	\$0	\$27,505
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M International University

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
218030 - Service Department-Postage	\$0	\$38,000	\$38,000	\$0	\$0	\$0
218040 - Service Department-Printing & Suppo	\$0	\$105,000	\$105,000	\$0	\$0	\$0
218050 - Service Department-Paper Supply	\$0	\$47,000	\$47,000	\$0	\$0	\$0
230062 - Unemployment Compensation Insurance	\$0	\$57,000	\$57,000	\$0	\$0	\$0
250001 - Lump Sum Reserve Service Center Des	\$0	\$109,000	\$109,000	\$0	\$0	\$0
Texas A&M International University	\$0	\$356,000	\$356,000	\$0	\$0	\$0

Revenue	Sales And Services	\$356,000
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Expense	Benefits	\$166,000
	Operations And Maintenance	\$190,000

Texas A&M International University	\$0	\$356,000	\$356,000	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M University

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
200230 - University Police	\$0	\$0	\$2,810,000	(\$2,810,000)	\$0	(\$2,810,000)
270040 - Chemistry Department Stockroom Revo	\$0	\$150,000	\$150,000	\$0	\$0	\$0
270120 - Hazardous Waste Disposal	\$54	\$145,000	\$141,067	\$3,933	\$0	\$3,987
270160 - Utilities & Energy Services	\$7,844,045	\$59,948,889	\$34,516,413	\$25,432,476	(\$14,911,234)	\$18,365,287
270180 - Laboratory For Molecular Simulation	\$0	\$40,000	\$40,000	\$0	\$0	\$0
270220 - Landscape Maintenance - Outsourced	\$0	\$11,768,514	\$11,768,514	\$0	\$0	\$0
270230 - Building Maintenance - Outsourced	\$0	\$35,904,558	\$35,904,558	\$0	\$0	\$0
270240 - Custodial Services - Outsourced	\$0	\$24,755,727	\$24,755,727	\$0	\$0	\$0
270260 - Procurement Services	\$0	\$0	\$553,167	(\$553,167)	\$553,167	\$0
270280 - Lab For Gas-Surface Interactions	\$0	\$40,000	\$40,000	\$0	\$0	\$0
270300 - Texas A&M Information Technology	\$1,253,470	\$47,160,711	\$43,523,765	\$3,636,946	(\$194,596)	\$4,695,820
270310 - Tamu Geoinnovation Service Center	\$0	\$160,000	\$160,000	\$0	\$0	\$0
270330 - Open Access Lab	\$0	\$750,000	\$750,000	\$0	\$0	\$0
270370 - Uci Reserve	\$0	\$508,282	\$326,322	\$181,960	\$0	\$181,960
270430 - Experimental Genomics Core	\$0	\$200,000	\$200,000	\$0	\$0	\$0
270450 - Center For Chemical Characterizatio	\$0	\$100,000	\$100,000	\$0	\$0	\$0
270490 - Cyclotron Operations	\$0	\$5,000,000	\$5,000,000	\$0	\$0	\$0
270500 - Carc Support Services - Sales	\$0	\$225,000	\$225,000	\$0	\$0	\$0
270530 - Microscopy & Imaging Operations	\$0	\$300,000	\$300,000	\$0	\$0	\$0
270550 - Physics Liquid Nitrogen Sales	\$0	\$25,000	\$25,000	\$0	\$0	\$0
270590 - Cmp Services	\$0	\$3,500,000	\$3,500,000	\$0	\$0	\$0
270600 - Library Photocopy & Ind Service	\$0	\$40,000	\$40,000	\$0	\$0	\$0
270620 - Transportation Center Vehicle Renta	\$897,469	\$8,867,446	\$7,226,086	\$1,641,360	\$0	\$2,538,829
270640 - Veterinary Pathological Service	\$0	\$50,000	\$50,000	\$0	\$0	\$0
270660 - Veterinary Medical Park-Other	\$0	\$468,380	\$468,380	\$0	\$0	\$0
270710 - Interactive Video Network	\$172,959	\$3,270,112	\$3,443,071	(\$172,959)	\$0	\$0
270780 - Biology Services Account	\$0	\$200,000	\$200,000	\$0	\$0	\$0
270800 - Environmental Health & Safety	(\$9,680)	\$75,000	\$61,023	\$13,977	\$0	\$4,297
270820 - Cet Service Department	\$0	\$170,000	\$170,000	\$0	\$0	\$0
270830 - Mass Spectrometry Ctr - IIsb	\$0	\$25,000	\$25,000	\$0	\$0	\$0
270880 - Physics Services	\$0	\$120,000	\$120,000	\$0	\$0	\$0
270940 - Ppri Survey Lab	\$0	\$715,171	\$715,171	\$0	\$0	\$0

The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270950 - Center For Visualization	\$0	\$4,000	\$4,000	\$0	\$0	\$0
270990 - Purchased Utilities	\$4,712,112	\$32,089,171	\$31,449,171	\$640,000	(\$1,721,831)	\$3,630,281
271020 - Protein Chemistry Laboratory	\$292,852	\$174,785	\$207,713	(\$32,928)	\$0	\$259,924
271050 - Material Characterization Facility	\$0	\$300,000	\$300,000	\$0	\$0	\$0
271060 - Image Analysis Service Center	\$0	\$19,520	\$19,520	\$0	\$0	\$0
271150 - Auxiliary Overhead Assessment	\$0	\$8,215,923	\$670,870	\$7,545,053	(\$7,349,974)	\$195,079
271160 - President's Office	\$0	\$0	\$111,988	(\$111,988)	\$109,188	(\$2,800)
271250 - University Police	\$0	\$0	\$751,821	(\$751,821)	\$751,821	\$0
271260 - Vpfn/Cfo	\$0	\$0	\$186,857	(\$186,857)	\$186,857	\$0
271270 - Budget Office	\$0	\$0	\$20,122	(\$20,122)	\$20,122	\$0
271280 - Payroll	\$10,000	\$0	\$2,436	(\$2,436)	(\$7,564)	\$0
271290 - Employee & Org Development	\$0	\$0	\$681,823	(\$681,823)	\$560,532	(\$121,291)
271300 - Fmo	\$0	\$0	\$65,442	(\$65,442)	\$65,442	\$0
271330 - Marcom Operating	\$0	\$0	\$457,943	(\$457,943)	\$457,943	\$0
271350 - Ehsd	\$0	\$0	\$401,736	(\$401,736)	\$401,736	\$0
271360 - University Risk And Compliance	\$0	\$0	\$112,689	(\$112,689)	\$112,689	\$0
271380 - Contract Administration	\$0	\$0	\$45,866	(\$45,866)	\$45,866	\$0
271400 - System Assessments	\$0	\$0	\$2,409,305	(\$2,409,305)	\$2,409,305	\$0
271410 - Background Checks	\$0	\$0	\$225,000	(\$225,000)	\$225,000	\$0
271430 - Flourish	\$0	\$0	\$469,544	(\$469,544)	\$469,544	\$0
271570 - Flow Cytometry Facility	\$0	\$20,000	\$20,000	\$0	\$0	\$0
271600 - Office Of Facilities Coordination	\$0	\$0	\$151,048	(\$151,048)	\$151,048	\$0
271620 - Lump Sum Termination Reserve-Facult	\$0	\$66,000	\$250,000	(\$184,000)	\$0	(\$184,000)
271630 - Lump Sum Termination Reserve-Nonfac	\$0	\$1,828,927	\$1,580,000	\$248,927	\$0	\$248,927
271670 - Histology Services	\$0	\$85,000	\$85,000	\$0	\$0	\$0
271680 - Necropsy Services	\$0	\$45,000	\$45,000	\$0	\$0	\$0
271690 - Key Control	\$95,000	\$1,250,000	\$1,250,000	\$0	\$0	\$95,000
271740 - Human Resources Department	\$0	\$0	\$892,131	(\$892,131)	\$862,033	(\$30,098)
271750 - Auxiliary Retiree Gip	\$0	\$969,068	\$1,013,231	(\$44,163)	\$0	(\$44,163)
271790 - Radiogenic Isotope Lab Service Ctr	\$0	\$30,000	\$30,000	\$0	\$0	\$0
271810 - Tips Services	\$0	\$1,850,000	\$1,850,000	\$0	\$0	\$0
271840 - Tprl(Translational Pathology Resear	\$0	\$300,000	\$300,000	\$0	\$0	\$0
271870 - Stable Isotope Geosciences Facility	\$0	\$50,000	\$50,000	\$0	\$0	\$0
271890 - Metal Shop	\$0	\$25,000	\$25,000	\$0	\$0	\$0

The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
271900 - Glass Shop	\$0	\$25,000	\$25,000	\$0	\$0	\$0
271910 - X-Ray Diffraction	\$0	\$75,000	\$75,000	\$0	\$0	\$0
271920 - Nmr Spectroscopy	\$0	\$75,000	\$75,000	\$0	\$0	\$0
271930 - Network & Design	\$0	\$10,000	\$10,000	\$0	\$0	\$0
271940 - Nitrogen Services	\$0	\$60,000	\$60,000	\$0	\$0	\$0
271960 - IIsb Service/Supplies	\$0	\$20,000	\$20,000	\$0	\$0	\$0
272010 - Procurement Services	\$0	\$0	\$556,830	(\$556,830)	\$556,830	\$0
274000 - Sponsored Research Services	\$0	\$16,075,139	\$16,075,139	\$0	\$0	\$0
274200 - Research Info Systems Service Dept	\$0	\$2,952,537	\$2,952,537	\$0	\$0	\$0
Texas A&M University	\$15,268,281	\$271,297,860	\$243,293,026	\$28,004,834	(\$16,246,076)	\$27,027,039

Revenue	Investment Income	\$210,000
	Other Operating Income	\$2,094,068
	Sales And Services	\$268,993,792

Expense	Salaries - Faculty	\$38,700
	Salaries - Non-Faculty	\$52,248,546
	Wages	\$5,678,108
	Benefits	\$16,632,449
	Utilities	\$31,179,595
	Operations And Maintenance	\$136,079,063
	Equipment (Capitalized)	\$1,368,365
	Other Non-Operating Expense	\$68,200

Texas A&M University	\$15,268,281	\$271,297,860	\$243,293,026	\$28,004,834	(\$16,246,076)	\$27,027,039
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M University at Galveston

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
290010 - Uci Reserve	\$0	\$75,000	\$75,000	\$0	\$0	\$0
290020 - Copy Center Revolving Fund	\$0	\$150,000	\$150,000	\$0	\$0	\$0
290040 - Telephone Operations	\$0	\$70,000	\$70,000	\$0	\$0	\$0
290050 - University Mail Service	\$0	\$1,000	\$1,000	\$0	\$0	\$0
290060 - University Mail - Postage	\$0	\$24,000	\$24,000	\$0	\$0	\$0
290140 - Seafood Safety Lab	\$0	\$51,000	\$51,000	\$0	\$0	\$0
290200 - Swimming Pool-Revolving	\$0	\$2,500	\$2,500	\$0	\$0	\$0
290230 - Rmo:Poster Printing	\$0	\$1,600	\$1,600	\$0	\$0	\$0
290290 - Phpl:Wastewater Treatment Services	\$0	\$36,000	\$36,000	\$0	\$0	\$0
290310 - List:Aquanautics Recharge Cntr	\$0	\$21,000	\$21,000	\$0	\$0	\$0
290600 - Messo Operations Revolving	\$0	\$100,000	\$100,000	\$0	\$0	\$0
Texas A&M University at Galveston	\$0	\$532,100	\$532,100	\$0	\$0	\$0

Revenue	Sales And Services	\$532,100
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Expense	Salaries - Faculty	\$24,200
	Salaries - Non-Faculty	\$74,356
	Wages	\$5,424
	Benefits	\$30,314
	Operations And Maintenance	\$397,806

Texas A&M University at Galveston	\$0	\$532,100	\$532,100	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M Health Science Center

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
280040 - Uci Reserve	\$0	\$65,000	\$65,000	\$0	\$0	\$0
280080 - Com Cell Analysis Facility	\$0	\$20,000	\$20,000	\$0	\$0	\$0
280110 - Animal Resource Unit	\$0	\$120,000	\$120,000	\$0	\$0	\$0
280140 - Media	\$0	\$170,000	\$170,000	\$0	\$0	\$0
280150 - Central Stores	\$0	\$875,000	\$875,000	\$0	\$0	\$0
280160 - Lump Sum Accrued Leave Payout Reser	\$0	\$1,750,000	\$1,750,000	\$0	\$0	\$0
280170 - Prf-Pharmaceutical Research Facility	\$0	\$10,000	\$10,000	\$0	\$0	\$0
280190 - Center For Integrated Microbiota Re	\$0	\$2,500	\$2,500	\$0	\$0	\$0
280200 - Ibt Flow Cytometry Facility	\$0	\$12,000	\$12,000	\$0	\$0	\$0
280210 - Protein Production & Analysis Core	\$0	\$25,000	\$25,000	\$0	\$0	\$0
280220 - Clinical Learning Resource Center	\$0	\$1,365,102	\$1,365,102	\$0	\$0	\$0
280240 - Antibody Biopharma Core	\$0	\$8,500	\$8,500	\$0	\$0	\$0
280270 - High Throughput Screening Core	\$0	\$35,000	\$35,000	\$0	\$0	\$0
280280 - Center For Advance Imaging	\$0	\$15,000	\$15,000	\$0	\$0	\$0
280490 - Ibt - Animal Care Laboratory	\$0	\$425,000	\$425,000	\$0	\$0	\$0
Texas A&M Health Science Center	\$0	\$4,898,102	\$4,898,102	\$0	\$0	\$0

Revenue	Sales And Services	\$4,898,102
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Expense	Salaries - Non-Faculty	\$412,467
	Wages	\$1,670,800
	Benefits	\$279,803
	Operations And Maintenance	\$2,535,032

Texas A&M Health Science Center	\$0	\$4,898,102	\$4,898,102	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2020

Texas A&M University - Central Texas

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
280100 - Serv Dept-Unemployment Comp Insuran	\$16,641	\$13,302	\$8,000	\$5,302	\$0	\$21,943
280150 - Serv Dept-Lump Sum Reserve	\$318,214	\$24,461	\$38,270	(\$13,809)	\$0	\$304,405
280200 - Serv Dept-Telecommunications	\$42,508	\$146,315	\$159,379	(\$13,064)	\$0	\$29,444
Texas A&M University - Central Texas	\$377,363	\$184,078	\$205,649	(\$21,571)	\$0	\$355,792

Revenue	Sales And Services	\$184,078
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Expense	Salaries - Non-Faculty	\$42,501
	Wages	\$36,003
	Benefits	\$23,103
	Operations And Maintenance	\$104,042

Texas A&M University - Central Texas	\$377,363	\$184,078	\$205,649	(\$21,571)	\$0	\$355,792
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2020**

Texas A&M University - Commerce

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
272000 - Transportation	\$0	\$30,000	\$30,000	\$0	\$0	\$0
272050 - Lump Sum Vacation Reserve	\$0	\$50,000	\$50,000	\$0	\$0	\$0
272100 - Unemployment Comp Ins Reserve (Uci)	\$0	\$35,000	\$35,000	\$0	\$0	\$0
Texas A&M University - Commerce	\$0	\$115,000	\$115,000	\$0	\$0	\$0

Revenue	Sales And Services	\$115,000
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Expense	Benefits	\$85,000
	Operations And Maintenance	\$30,000

Texas A&M University - Commerce	\$0	\$115,000	\$115,000	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M University - Corpus Christi

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270001 - Telecommunications	\$0	\$1,081,004	\$1,081,004	\$0	\$0	\$0
270032 - Administrative Copiers	\$0	\$343,000	\$335,000	\$8,000	(\$5,000)	\$3,000
270051 - Mail Services-Operating	\$0	\$150,000	\$144,000	\$6,000	(\$5,000)	\$1,000
270091 - Upd Special Events	\$0	\$35,000	\$35,000	\$0	\$0	\$0
270101 - Uci - Institutional Reserve	\$0	\$57,000	\$57,000	\$0	\$0	\$0
270111 - Local Acap Reserve Service Center	\$0	\$250,000	\$250,000	\$0	\$0	\$0
270141 - Cbi - Transportation/Maintenance	\$0	\$103,567	\$103,567	\$0	\$0	\$0
270190 - Boat Maintenance	\$0	\$4,500	\$4,500	\$0	\$0	\$0
270200 - Truck Maintenance	\$0	\$4,500	\$4,500	\$0	\$0	\$0
270210 - Genomics Core Lab	\$0	\$250,000	\$195,058	\$54,942	\$0	\$54,942
270220 - Wetz Lab - Sample Analysis Fees	\$0	\$1	\$1	\$0	\$0	\$0
270230 - Laguna Madre Field Station Rental	\$0	\$1,000	\$1,000	\$0	\$0	\$0
270240 - S&E - Vehicle Maintenance	\$0	\$22,000	\$22,000	\$0	\$0	\$0
270250 - S&E Boat Maintenance	\$0	\$24,000	\$20,000	\$4,000	\$0	\$4,000
270305 - Tv Programming Services/Cable Tv	\$0	\$12,446	\$12,446	\$0	\$0	\$0
270310 - User Support Services Center	\$0	\$1,000	\$1,000	\$0	\$0	\$0
270320 - Isotope Core Laboratory	\$0	\$1	\$1	\$0	\$0	\$0
270330 - Plotter Maintenance	\$0	\$3,500	\$2,500	\$1,000	\$0	\$1,000
270340 - Icore	\$0	\$4,000	\$4,000	\$0	\$0	\$0
270350 - Jung - Sample Analysis	\$0	\$52,800	\$52,800	\$0	\$0	\$0
270360 - Hu-Sample Analysis	\$0	\$3,000	\$3,000	\$0	\$0	\$0
270370 - Portnoy-Sample Analysis	\$0	\$16,000	\$16,000	\$0	\$0	\$0
270380 - Radio Analysis Laboratory Fees	\$0	\$1	\$1	\$0	\$0	\$0

**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270390 - Zhang - Sample Analysis	\$0	\$0	\$44,606	(\$44,606)	\$0	(\$44,606)
270420 - Dso Fee	\$0	\$1	\$1	\$0	\$0	\$0
Texas A&M University - Corpus Christi	\$0	\$2,418,321	\$2,388,985	\$29,336	(\$10,000)	\$19,336

Revenue	Other Operating Income	\$8,000
	Sales And Services	\$2,410,321

Expense	Salaries - Non-Faculty	\$594,423
	Wages	\$35,720
	Benefits	\$478,058
	Operations And Maintenance	\$1,280,784

Texas A&M University - Corpus Christi	\$0	\$2,418,321	\$2,388,985	\$29,336	(\$10,000)	\$19,336
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M University - Kingsville

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
299980 - Local Lump Sum Vac Service Dept	\$0	\$110,000	\$110,000	\$0	\$0	\$0
299981 - Auxiliary Overhead Assessment	\$0	\$365,000	\$365,000	\$0	\$0	\$0
299983 - Service Department-Its Salaries	\$0	\$83,583	\$83,583	\$0	\$0	\$0
299986 - Ssc Contract	\$0	\$6,000,000	\$6,000,000	\$0	\$0	\$0
299989 - Service Department -Upd	\$0	\$55,000	\$55,000	\$0	\$0	\$0
299992 - Service Department - Post Office	\$0	\$40,000	\$40,000	\$0	\$0	\$0
299999 - Service Department - Uci	\$0	\$50,000	\$50,000	\$0	\$0	\$0
Texas A&M University - Kingsville	\$0	\$6,703,583	\$6,703,583	\$0	\$0	\$0

Revenue	Sales And Services	\$6,703,583
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Expense	Salaries - Non-Faculty	\$334,999
	Wages	\$100,000
	Benefits	\$173,584
	Operations And Maintenance	\$6,095,000

Texas A&M University - Kingsville	\$0	\$6,703,583	\$6,703,583	\$0	\$0	\$0
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M University - San Antonio

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270000 - Unemployment Compensation-Srv Dept	\$0	\$16,148	\$16,148	\$0	\$0	\$0
270100 - Lump Sum Termination-Srv Dept	\$0	\$42,579	\$42,579	\$0	\$0	\$0
Texas A&M University - San Antonio	\$0	\$58,727	\$58,727	\$0	\$0	\$0

Revenue	Sales And Services	\$58,727
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Expense	Wages	\$39,553
	Benefits	\$19,174

Texas A&M University - San Antonio	\$0	\$58,727	\$58,727	\$0	\$0	\$0
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M University - Texarkana

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270200 - Postage Service Center	\$0	\$31,500	\$31,500	\$0	\$0	\$0
270400 - Transportation	\$0	\$500	\$500	\$0	\$0	\$0
270501 - Unemployemnt Comp Ins-Service Cntr	\$0	\$16,800	\$16,800	\$0	\$0	\$0
270600 - Internal Printing	\$0	\$22,000	\$22,000	\$0	\$0	\$0
Texas A&M University - Texarkana	\$0	\$70,800	\$70,800	\$0	\$0	\$0

Revenue	Sales And Services	\$70,800
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Expense	Benefits	\$16,800
	Operations And Maintenance	\$54,000

Texas A&M University - Texarkana	\$0	\$70,800	\$70,800	\$0	\$0	\$0
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

West Texas A&M University

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270001 - Goldcard Mnt & Capital Accrual	\$0	\$133,000	\$133,000	\$0	\$0	\$0
270002 - Print Shop	\$0	\$230,000	\$230,000	\$0	\$0	\$0
270003 - Central Supply	\$0	\$130,000	\$130,000	\$0	\$0	\$0
270004 - Telecom Services	\$0	\$506,561	\$506,561	\$0	\$0	\$0
270007 - Postage	\$0	\$220,000	\$220,000	\$0	\$0	\$0
270009 - Media Supply	\$0	\$24,294	\$24,293	\$1	\$0	\$1
270011 - Local Uci Expense	\$0	\$18,000	\$18,000	\$0	\$0	\$0
270014 - Network Services	\$0	\$364,399	\$364,399	\$0	\$0	\$0
270016 - Pc Support	\$0	\$159,491	\$159,491	\$0	\$0	\$0
270018 - Tele Long Distance Svc	\$0	\$180,000	\$180,000	\$0	\$0	\$0
270057 - Lump Sum Termination Reserve	\$0	\$240,000	\$240,000	\$0	\$0	\$0
West Texas A&M University	\$0	\$2,205,745	\$2,205,744	\$1	\$0	\$1

Revenue	Sales And Services	\$2,205,745
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Expense	Salaries - Non-Faculty	\$742,410
	Benefits	\$161,559
	Operations And Maintenance	\$1,217,090
	Equipment (Capitalized)	\$84,685

West Texas A&M University	\$0	\$2,205,745	\$2,205,744	\$1	\$0	\$1
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M AgriLife Research

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270024 - Uvalde-Efs-Equip/Facilities Service	\$2,500	\$1,000	\$0	\$1,000	\$0	\$3,500
270025 - Uvalde-Lcs-Land & Crop Service Ctr	\$500	\$5,000	\$3,250	\$1,750	\$0	\$2,250
270030 - Unemployment Comp Ins Reserve-Local	\$50,000	\$150,000	\$185,000	(\$35,000)	\$0	\$15,000
270060 - Accrued Compensable Leave-Lump Sum	\$0	\$477,000	\$472,000	\$5,000	\$0	\$5,000
270080 - Ipgb - Borlaug Growth Chambers	\$0	\$2,000	\$2,000	\$0	\$0	\$0
270081 - Plpm-Synthetic/Systems Biol Inn Hub	\$0	\$2,000	\$2,000	\$0	\$0	\$0
270082 - Geno - Genomics Sequencing Lab	\$0	\$10,000	\$5,000	\$5,000	\$0	\$5,000
292069 - Livestock Revolving	\$70,000	\$50,000	\$77,000	(\$27,000)	\$0	\$43,000
293027 - Farm Services Budget	\$100,000	\$250,000	\$192,100	\$57,900	\$0	\$157,900
293068 - Bio & Bio Stockroom Budget	\$0	\$300,000	\$297,000	\$3,000	\$0	\$3,000
Texas A&M AgriLife Research	\$223,000	\$1,247,000	\$1,235,350	\$11,650	\$0	\$234,650

Revenue	Sales And Services	\$1,247,000
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Expense	Salaries - Non-Faculty	\$147,500
	Wages	\$515,600
	Benefits	\$243,000
	Operations And Maintenance	\$329,250

Texas A&M AgriLife Research	\$223,000	\$1,247,000	\$1,235,350	\$11,650	\$0	\$234,650
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M AgriLife Extension Service

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
210440 - Fleet Service Center	\$155,000	\$960,998	\$896,916	\$64,082	\$0	\$219,082
210445 - Fleet - Vehicle Reserve	\$390,000	\$0	\$0	\$0	\$0	\$390,000
211000 - Uci Reserve - Local Funds	\$80,000	\$64,000	\$70,000	(\$6,000)	\$0	\$74,000
211005 - Service Center - Lump Sum Payments	\$30,000	\$199,890	\$211,712	(\$11,822)	\$0	\$18,178
257440 - Computer Service Center	\$0	\$1,359,930	\$1,311,758	\$48,172	\$0	\$48,172
Texas A&M AgriLife Extension Service	\$655,000	\$2,584,818	\$2,490,386	\$94,432	\$0	\$749,432

Revenue	Other Operating Income	\$50,000
	Sales And Services	\$2,534,818

Expense	Salaries - Non-Faculty	\$87,591
	Wages	\$196,420
	Benefits	\$111,569
	Operations And Maintenance	\$2,094,806

Texas A&M AgriLife Extension Service	\$655,000	\$2,584,818	\$2,490,386	\$94,432	\$0	\$749,432
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M Forest Service

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270011 - Fleet Leasing & Sales	\$0	\$300	\$300	\$0	\$0	\$0
270021 - Information Resources Service Dept	\$0	\$669,329	\$669,329	\$0	\$0	\$0
270110 - Uci Local Reserve	\$0	\$6,600	\$6,600	\$0	\$0	\$0
270120 - Lump Sum Payments Reserve	\$0	\$16,000	\$16,000	\$0	\$0	\$0
271002 - Equip Repairs/Replacement-Frd	\$415,000	\$0	\$415,000	(\$415,000)	\$0	\$0
280013 - Wildfire Cache Svc Dept	\$0	\$100,000	\$100,000	\$0	\$0	\$0
280022 - Tfs Catering Service Department	\$0	\$2,500	\$2,500	\$0	\$0	\$0
Texas A&M Forest Service	\$415,000	\$794,729	\$1,209,729	(\$415,000)	\$0	\$0

Revenue	Sales And Services	\$794,729
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Expense	Salaries - Non-Faculty	\$441,500
	Benefits	\$141,594
	Operations And Maintenance	\$211,635
	Equipment (Capitalized)	\$415,000
	Budget - Begin Balance	\$0

Texas A&M Forest Service	\$415,000	\$794,729	\$1,209,729	(\$415,000)	\$0	\$0
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**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Texas A&M Veterinary Medical Diagnostic Laboratory

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
295020 - Uci Reserve - Ps	\$0	\$5,400	\$5,400	\$0	\$0	\$0
295050 - Lump Sum Termination Reserve-Nonfac	\$0	\$84,025	\$84,025	\$0	\$0	\$0
Texas A&M Veterinary Medical Diagnostic Laborat	\$0	\$89,425	\$89,425	\$0	\$0	\$0

Revenue	Sales And Services	\$89,425
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Expense	Benefits	\$89,425
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Texas A&M Veterinary Medical Diagnostic Laboratory	\$0	\$89,425	\$89,425	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M Engineering Experiment Station

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270000 - Wind Tunnel-Internal Research Servi	\$0	\$61,915	\$61,915	\$0	\$0	\$0
270060 - Cleanroom Operating Account	\$0	\$38,500	\$38,500	\$0	\$0	\$0
270230 - Nsc Services-Internal	\$0	\$68,751	\$68,751	\$0	\$0	\$0
270250 - Tees Vehicles	\$0	\$11,000	\$11,000	\$0	\$0	\$0
270320 - Materials & Mechanics Lab-Internal	\$0	\$27,500	\$27,500	\$0	\$0	\$0
270360 - Coastal Engr Lab	\$0	\$27,500	\$27,500	\$0	\$0	\$0
270430 - Materials Char X-Ray Diff (New)	\$0	\$22,000	\$22,000	\$0	\$0	\$0
270460 - High Bay Lab - Internal	\$0	\$55,000	\$55,000	\$0	\$0	\$0
270740 - Uci Assessments	\$0	\$30,000	\$30,000	\$0	\$0	\$0
270760 - Material Char & Manuf Labs-Internal	\$0	\$40,000	\$40,000	\$0	\$0	\$0
270910 - Nal Services - Internal	\$0	\$110,000	\$110,000	\$0	\$0	\$0
270930 - Hr Services	\$0	\$100,000	\$100,000	\$0	\$0	\$0
270940 - Biomaterials Analysis Lab Serv-Int	\$0	\$38,500	\$38,500	\$0	\$0	\$0
270970 - Acim Lab-Internal	\$0	\$10,450	\$10,450	\$0	\$0	\$0
271100 - Qatar Allowances	\$0	\$2,650,000	\$2,650,000	\$0	\$0	\$0
271130 - Lump Sum Acap Reserve - Local	\$0	\$522,500	\$522,500	\$0	\$0	\$0

**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
271140 - Qatar Admin Effort	\$0	\$398,491	\$398,491	\$0	\$0	\$0
271390 - Ecae Processing (Internal)	\$0	\$20,000	\$20,000	\$0	\$0	\$0
271440 - Soft Matter Facility (Internal)	\$0	\$30,000	\$30,000	\$0	\$0	\$0
Texas A&M Engineering Experiment Station	\$0	\$4,262,107	\$4,262,107	\$0	\$0	\$0

Revenue	Sales And Services	\$4,262,107
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Expense	Salaries - Faculty	\$70,247
	Salaries - Non-Faculty	\$186,477
	Wages	\$873,960
	Benefits	\$141,733
	Operations And Maintenance	\$2,959,990
	Equipment (Capitalized)	\$29,700

Texas A&M Engineering Experiment Station	\$0	\$4,262,107	\$4,262,107	\$0	\$0	\$0
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M Engineering Extension Service

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
230100 - Digital Printing Services	\$165,779	\$2,100,366	\$2,100,366	\$0	\$0	\$165,779
232100 - Unemployment Comp Ins	\$535,000	\$40,000	\$7,500	\$32,500	\$0	\$567,500
237100 - Curriculum	\$157,000	\$1,067,535	\$1,152,021	(\$84,486)	\$0	\$72,514
238100 - Professional Development	\$338,391	\$245,065	\$98,565	\$146,500	\$0	\$484,891
239100 - Business Marketing	\$38,628	\$1,367,822	\$1,391,639	(\$23,817)	\$0	\$14,811
240100 - Vehicle Operations	\$1,954,055	\$640,802	\$448,144	\$192,658	\$0	\$2,146,713
259100 - Infrastructure	\$19,087,208	\$3,540,578	\$201,500	\$3,339,078	(\$1,238,204)	\$21,188,082
260100 - Maintenance	\$4,596	\$4,661,966	\$4,661,430	\$536	\$0	\$5,132
268100 - Equipment Use Charge	\$3,494,461	\$2,522,352	\$703,022	\$1,819,330	\$0	\$5,313,791
281100 - Lump Sum Leave Pay	\$1,000,000	\$300,000	\$330,000	(\$30,000)	\$0	\$970,000
Texas A&M Engineering Extension Service	\$26,775,118	\$16,486,486	\$11,094,187	\$5,392,299	(\$1,238,204)	\$30,929,213

Revenue	Sales And Services	\$16,486,486
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Expense	Salaries - Non-Faculty	\$3,964,498
	Wages	\$805,713
	Benefits	\$1,124,605
	Operations And Maintenance	\$5,199,371

Texas A&M Engineering Extension Service	\$26,775,118	\$16,486,486	\$11,094,187	\$5,392,299	(\$1,238,204)	\$30,929,213
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M Transportation Institute

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
270199 - Budget-027010 Motor Vehicles	\$250,000	\$200,000	\$200,000	\$0	\$0	\$250,000
270299 - Budget-027020 Computer Operations	\$10,000	\$2,117,604	\$2,117,604	\$0	\$0	\$10,000
270399 - Budget-027030 Research Equip & Test	\$50,000	\$635,659	\$635,659	\$0	\$0	\$50,000
270499 - Budget-027040 Supplies & Services	\$21,280	\$291,522	\$291,522	\$0	\$0	\$21,280
270599 - Budget-027050 Visual Media	\$25,000	\$595,347	\$595,347	\$0	\$0	\$25,000
270699 - Budget-027060 Proving Grounds	\$1,150,000	\$2,675,547	\$2,675,547	\$0	\$0	\$1,150,000
279099 - Budget-027900 Uci Reserve	\$320,000	\$10,000	\$10,000	\$0	\$0	\$320,000
279999 - Budget-027995 Lump Sum Reserve	\$2,500	\$339,000	\$339,000	\$0	\$0	\$2,500
Texas A&M Transportation Institute	\$1,828,780	\$6,864,679	\$6,864,679	\$0	\$0	\$1,828,780

Revenue	Sales And Services	\$6,864,679
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Expense	Salaries - Faculty	\$83,460
	Salaries - Non-Faculty	\$2,795,876
	Wages	\$435,000
	Benefits	\$933,000
	Operations And Maintenance	\$2,097,343
	Equipment (Capitalized)	\$520,000

Texas A&M Transportation Institute	\$1,828,780	\$6,864,679	\$6,864,679	\$0	\$0	\$1,828,780
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M System Offices

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
250050 - Group Health/Dental Esr	\$86,617,000	\$0	\$0	\$0	(\$11,934,148)	\$74,682,852
250070 - Flexible Spending Account	\$462,000	\$0	\$155,000	(\$155,000)	\$0	\$307,000
250090 - Basic Life Reserve	\$2,085,000	\$0	\$4,000	(\$4,000)	\$0	\$2,081,000
250100 - Optional/Dependent Life Reserve	\$568,300	\$0	\$60,000	(\$60,000)	\$0	\$508,300
250150 - System-Wide Value Added Programs	\$0	\$0	\$3,643,320	(\$3,643,320)	\$3,643,320	\$0
260040 - Tamus - Self Insured Health/Dental	\$0	\$335,584,682	\$346,084,682	(\$10,500,000)	\$10,500,000	\$0
260100 - Lump Sum Payment Reserve	\$250,000	\$180,000	\$0	\$180,000	\$0	\$430,000
260500 - Health Plan Administration	\$0	\$0	\$1,028,792	(\$1,028,792)	\$1,028,792	\$0
261010 - Worker's Compensation Insurance	\$4,000,000	\$4,300,000	\$2,500,000	\$1,800,000	(\$1,509,376)	\$4,290,624
261030 - Rms Administration	\$0	\$0	\$1,666,710	(\$1,666,710)	\$1,666,710	\$0
261200 - Property Insurance	\$4,000,000	\$10,500,000	\$8,800,000	\$1,700,000	(\$1,127,970)	\$4,572,030
261300 - Auto Insurance	\$2,000,000	\$350,000	\$350,000	\$0	(\$80,000)	\$1,920,000
261400 - Malpractice Insurance	\$1,600,000	\$0	\$1,000	(\$1,000)	\$0	\$1,599,000
270010 - System Aircraft	\$0	\$200,000	\$1,022,551	(\$822,551)	\$822,551	\$0
271001 - Sago Services - Revenues	\$2,500,000	\$9,788,290	\$0	\$9,788,290	(\$10,992,497)	\$1,295,793
271010 - Administrative Oversight Account	\$0	\$0	\$119,000	(\$119,000)	\$119,000	\$0
271030 - Famis Services	\$0	\$0	\$194,781	(\$194,781)	\$194,781	\$0
271050 - Human Resources Administration	\$0	\$0	\$18,439	(\$18,439)	\$18,439	\$0
271060 - Chancellor's Salary	\$0	\$0	\$1,012,583	(\$1,012,583)	\$1,012,583	\$0
271070 - Executive Vice Chancellor & Cfo	\$0	\$0	\$194,368	(\$194,368)	\$194,368	\$0
271080 - Treasury Services	\$0	\$0	\$412,605	(\$412,605)	\$412,605	\$0
271100 - System Internal Audit	\$0	\$0	\$3,983,225	(\$3,983,225)	\$3,983,225	\$0
271160 - Federal Relations	\$0	\$0	\$136,166	(\$136,166)	\$136,166	\$0
271180 - Building Operations - Local	\$0	\$0	\$179,040	(\$179,040)	\$179,040	\$0
271200 - System Enterprise Applications	\$0	\$0	\$2,083,639	(\$2,083,639)	\$2,083,639	\$0
271260 - Services-Information Technology	\$0	\$0	\$66,442	(\$66,442)	\$66,442	\$0
271270 - Svcs-Research Office	\$0	\$0	\$31,350	(\$31,350)	\$31,350	\$0
271300 - System Ethics & Compl Off - Assess	\$0	\$0	\$179,055	(\$179,055)	\$179,055	\$0
271400 - Services - Board Of Regents	\$0	\$0	\$100,000	(\$100,000)	\$100,000	\$0
271440 - Svcs - Academic Affairs	\$0	\$0	\$121,401	(\$121,401)	\$121,401	\$0
271470 - Services - State Relations	\$0	\$0	\$25,000	(\$25,000)	\$25,000	\$0
271510 - Svcs - Chanc Student Adisory Board	\$0	\$0	\$2,000	(\$2,000)	\$2,000	\$0

**The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021**

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
271560 - Services - Sys Ofce Of Mrktg & Comm	\$0	\$0	\$122,951	(\$122,951)	\$122,951	\$0
271690 - Budgets & Accounting	\$0	\$0	\$1,966,892	(\$1,966,892)	\$1,966,892	\$0
271730 - Business Affairs	\$0	\$0	\$3,000	(\$3,000)	\$3,000	\$0
271740 - Hub & Procurement Services	\$0	\$0	\$2,000	(\$2,000)	\$2,000	\$0
271780 - Business Computing Services-Local	\$0	\$0	\$56,928	(\$56,928)	\$56,928	\$0
271800 - Vice Chan For Disaster & Emerg Svc	\$0	\$0	\$10,000	(\$10,000)	\$10,000	\$0
271990 - Merit Increases - Assessments	\$0	\$0	\$285,000	(\$285,000)	\$285,000	\$0
271995 - Information Security Officer	\$0	\$0	\$10,000	(\$10,000)	\$10,000	\$0
272010 - System Initiatives - Local	\$0	\$0	\$1,197,000	(\$1,197,000)	\$1,197,000	\$0
273001 - Facilities Planning & Construction	\$17,500,000	\$11,529,417	\$6,864,049	\$4,665,368	(\$531,818)	\$21,633,550
Texas A&M System Offices	\$121,582,300	\$372,432,389	\$384,692,969	(\$12,260,580)	\$3,998,429	\$113,320,149

Revenue	Other Operating Income	\$335,195,745
	Sales And Services	\$37,236,644

Expense	Salaries - Non-Faculty	\$14,752,593
	Wages	\$268,222
	Benefits	\$3,811,667
	Utilities	\$5,000
	Operations And Maintenance	\$22,363,807
	Claims And Losses	\$343,471,680
	Equipment (Capitalized)	\$20,000

Texas A&M System Offices	\$121,582,300	\$372,432,389	\$384,692,969	(\$12,260,580)	\$3,998,429	\$113,320,149
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The Texas A&M University System
Service Department Activities
Budget for Fiscal Year Ending: August 31, 2021

Texas A&M Shared Services

Account And Desc	Beginning Balance	Revenue Budget	Expense Budget	Net Operating	Transfers	Ending Balance
261000 - Risk Transfer Policy Mgt Personnel	\$0	\$0	\$81,000	(\$81,000)	\$81,000	\$0
261200 - Benefits Partner	\$0	\$0	\$70,601	(\$70,601)	\$70,601	\$0
271780 - Hcm Administration	\$0	\$2,971,000	\$2,971,000	\$0	\$0	\$0
271781 - Workday Services - Tech	\$0	\$557,400	\$557,400	\$0	\$0	\$0
271782 - Program And Project Management	\$0	\$212,600	\$212,600	\$0	\$0	\$0
272001 - Security Operations Center-Assmnts	\$1,000,000	\$3,230,000	\$4,230,000	(\$1,000,000)	\$0	\$0
272100 - Secure Collaboration Storage	\$0	\$996,918	\$996,918	\$0	\$0	\$0
272200 - Research Security Officer	\$0	\$1,900,000	\$1,900,000	\$0	\$0	\$0
272300 - Finance Discovery	\$0	\$500,000	\$500,000	\$0	\$0	\$0
272400 - Eir Accessibility	\$0	\$124,550	\$124,550	\$0	\$0	\$0
273001 - Hr Shared Services	\$0	\$165,000	\$165,000	\$0	\$0	\$0
277200 - Rellis - Campus Operations	\$0	\$2,000,000	\$2,000,000	\$0	\$0	\$0
278000 - Ttc-Operating-Account-Income-Local	\$0	\$1,400,100	\$1,400,100	\$0	\$0	\$0
Texas A&M Shared Services	\$1,000,000	\$14,057,568	\$15,209,169	(\$1,151,601)	\$151,601	\$0

Revenue	Sales And Services	\$14,057,568
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Expense	Salaries - Non-Faculty	\$7,039,585
	Wages	\$22,088
	Benefits	\$1,676,236
	Utilities	\$210,406
	Operations And Maintenance	\$6,160,854
	Equipment (Capitalized)	\$100,000
	Budget - Begin Balance	\$0

Texas A&M Shared Services	\$1,000,000	\$14,057,568	\$15,209,169	(\$1,151,601)	\$151,601	\$0
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The Texas A&M University System
FY 2021 Operating Budgets
(In Thousands)

Member	FY 2021 Budget
Prairie View A&M University	\$ 251,239
Tarleton State University	\$ 219,545
Texas A&M International University	\$ 124,794
Texas A&M University	\$ 2,023,971
Texas A&M University at Galveston	\$ 67,485
Texas A&M Health Science Center	\$ 346,581
Texas A&M University - Central Texas	\$ 38,507
Texas A&M University - Commerce	\$ 190,715
Texas A&M University - Corpus Christi	\$ 238,725
Texas A&M University - Kingsville	\$ 164,067
Texas A&M University - San Antonio	\$ 92,102
Texas A&M University - Texarkana	\$ 50,247
West Texas A&M University	\$ 172,402
ACADEMIC SUBTOTAL	\$ 3,980,380
Texas A&M AgriLife Research	201,415
Texas A&M AgriLife Extension Service	136,018
Texas A&M Forest Service	71,203
Texas A&M Veterinary Medical Diagnostic Lab	23,507
Texas A&M Engineering Experiment Station	170,819
Texas A&M Engineering Extension Service	93,548
Texas A&M Transportation Institute	72,727
Texas Division of Emergency Management	1,266,633
AGENCY SUBTOTAL	\$ 2,035,868
System Offices	
Operations and Debt Service	210,741
Texas A&M Shared Services	4,024
The Texas A&M University System	\$ 6,231,014



**THE TEXAS A&M
UNIVERSITY SYSTEM**

System Internal Audit Department

Fiscal Year 2021 Audit Plan



System Internal Audit Department Fiscal Year 2021 Audit Plan

SYSTEMWIDE AUDITS

Purchasing Cards
Texas Higher Education Coordinating Board Construction Audit Reporting

A&M SYSTEM OFFICES

Treasury Services – Cash and Investments
Security Operations Center

TEXAS A&M UNIVERSITY

Collegiate Licensing
Accounts Payable (Travel)
International Ocean Discovery Program
Purchasing
Transportation Services - Information Technology
Student Information System
Tuition and Fees

PRAIRIE VIEW A&M UNIVERSITY

Financial Management Services - Revenue Management

TARLETON STATE UNIVERSITY

Student Information System
Student Housing

TEXAS A&M INTERNATIONAL UNIVERSITY

Financial Management Services

TEXAS A&M UNIVERSITY–CENTRAL TEXAS

Financial Aid
Financial Management Services

TEXAS A&M UNIVERSITY–COMMERCE

Financial Management Services

TEXAS A&M UNIVERSITY–CORPUS CHRISTI

Information Technology



**System Internal Audit Department
Fiscal Year 2021 Audit Plan**

TEXAS A&M UNIVERSITY–KINGSVILLE

Student Information System
Financial Management Services

TEXAS A&M UNIVERSITY–SAN ANTONIO

Student Information System

TEXAS A&M UNIVERSITY–TEXARKANA

Student Information System

WEST TEXAS A&M UNIVERSITY

Student Information System
Financial Management Services

TEXAS A&M AGRILIFE RESEARCH

Centers and Institutes
Animal Care and Use - Outside Brazos County

TEXAS A&M ENGINEERING EXTENSION SERVICE

Financial Management Services
Health and Safety

TEXAS A&M FOREST SERVICE

Financial Management Services

TEXAS A&M TRANSPORTATION INSTITUTE

Health and Safety

TEXAS DIVISION OF EMERGENCY MANAGEMENT

Governance



System Internal Audit Department Fiscal Year 2021 Audit Plan

The purpose of the audit plan is to outline audits and other activities the System Internal Audit Department will conduct during fiscal year 2021. The plan is developed to satisfy responsibilities established by the Board of Regents Bylaws, System Policy 10.01 *Internal Auditing*, Texas Government Code Section 2102.008, and applicable auditing standards. The Chief Auditor is authorized to make changes to the plan to address changes in identified risks. The Committee on Audit and the Chancellor will be notified of any significant additions, deletions, or other changes to the audit plan. Deliverables for planned audits may include audit reports, technical assistance, data analysis, and other written and oral communications.

The specific scope of each audit will be determined once the audit team has completed the planning process for the audit. This process includes consideration of the governance, risk management, and control processes that provide reasonable assurance that:

- Risks relating to the achievement of the system's strategic objectives are appropriately identified and managed.
- The actions of the system's officers, directors, employees, and contractors are in compliance with the system's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations or programs are consistent with established goals and objectives.
- Operations or programs are being carried out effectively and efficiently.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the system.
- Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity.
- Resources and assets are acquired economically, used efficiently, and protected adequately.



**FY 2021 – FY 2025
Capital Plan
August 2020**

EXECUTIVE SUMMARY

Members of The Texas A&M University System each prepare a five-year capital plan as part of the overall planning process. These plans are then compiled into a System Capital Plan. Both the CEO and CFO of each system member certify the information included in the system member's capital plan including the adequacy of the debt repayment revenue resources.

The \$2.2 billion System Capital Plan includes \$1.5 billion of previously approved projects that are either in design or under construction and \$676.8 million in proposed future projects. After cumulative expenditures through April 2020 of \$305.4 million, the remaining balance to be expended on approved projects is \$1.2 billion. Included in the proposed future projects are \$162.9 million of Revenue Financing System debt projects, \$89.5 million of Permanent University Fund debt projects, and \$424.4 million of projects to be funded by cash sources including the Available University Fund, Higher Education Fund, energy savings contracts, interest income, federal grants, designated tuition, gifts, student fees, auxiliary enterprise funds, general revenue, and other local funds.

Fiscal year 2021 proposed projects total \$146.6 million and include \$47.2 million of RFS debt projects, \$82.9 million of PUF debt projects, and \$16.5 million of projects to be funded by cash sources including AUF, HEF, energy savings contracts, interest income, federal grants, designated tuition, gifts, auxiliary enterprise funds, general revenue, and other local funds.

<p align="center">THE TEXAS A&M UNIVERSITY SYSTEM</p> <p align="center">CAPITAL PLAN</p> <p align="center">FY 2021 - FY 2025</p>

System Member	Previously Approved Projects	Proposed Projects	Total Project Planning Amounts
Texas A&M University	494,945,584	428,192,803	923,138,387
Texas A&M University at Galveston	12,000,000	8,000,000	20,000,000
Texas A&M Health Science Center	226,326,353	9,600,000	235,926,353
Prairie View A&M University	85,074,828	18,132,000	103,206,828
Tarleton State University	58,400,000	73,307,950	131,707,950
Texas A&M University - Corpus Christi	68,200,000	-	68,200,000
Texas A&M International University	-	-	-
Texas A&M University - Kingsville	3,343,923	61,760,021	65,103,944
West Texas A&M University	23,959,744	20,203,500	44,163,244
Texas A&M University - Texarkana	-	-	-
Texas A&M University - Commerce	-	-	-
Texas A&M University - Central Texas	10,228,091	-	10,228,091
Texas A&M University - San Antonio	114,427,000	9,500,000	123,927,000
Texas A&M AgriLife Research	26,291,929	-	26,291,929
Texas A&M AgriLife Extension Service	8,125,427	-	8,125,427
Texas A&M Forest Service	7,035,000	-	7,035,000
Texas A&M Veterinary Medical Diagnostic Laboratory	17,600,000	-	17,600,000
Texas A&M Engineering Experiment Station	178,530,000	32,750,000	211,280,000
Texas A&M Engineering Extension Service	43,990,770	-	43,990,770
Texas A&M Transportation Institute	2,000,000	-	2,000,000
System Offices	38,973,952	10,000,000	48,973,952
RELLIS	59,946,164	5,372,000	65,318,164
Texas Division of Emergency Management	-	-	-
	<u>1,479,398,765</u>	<u>676,818,274</u>	<u>2,156,217,039</u>

<p align="center">THE TEXAS A&M UNIVERSITY SYSTEM</p> <p align="center">CAPITAL PLAN</p> <p align="center">FY 2021 - FY 2025</p>

<u>System Member</u>	<u>Total Project Planning Amounts</u>	<u>Cumulative Prior Years Expenditures to 4/30/2020</u>	<u>Remaining Planning Amounts</u>
Texas A&M University	923,138,387	145,973,062	777,165,325
Texas A&M University at Galveston	20,000,000	-	20,000,000
Texas A&M Health Science Center	235,926,353	68,979,610	166,946,743
Prairie View A&M University	103,206,828	6,294,903	96,911,925
Tarleton State University	131,707,950	3,362,237	128,345,713
Texas A&M University - Corpus Christi	68,200,000	220,079	67,979,921
Texas A&M International University	-	-	-
Texas A&M University - Kingsville	65,103,944	-	65,103,944
West Texas A&M University	44,163,244	2,497,973	41,665,271
Texas A&M University - Texarkana	-	-	-
Texas A&M University - Commerce	-	-	-
Texas A&M University - Central Texas	10,228,091	386,011	9,842,080
Texas A&M University - San Antonio	123,927,000	14,757,223	109,169,777
Texas A&M AgriLife Research	26,291,929	2,986,774	23,305,155
Texas A&M AgriLife Extension Service	8,125,427	984,908	7,140,519
Texas A&M Forest Service	7,035,000	74,168	6,960,832
Texas A&M Veterinary Medical Diagnostic Laboratory	17,600,000	12,508,176	5,091,824
Texas A&M Engineering Experiment Station	211,280,000	20,803,851	190,476,149
Texas A&M Engineering Extension Service	43,990,770	2,072,871	41,917,899
Texas A&M Transportation Institute	2,000,000	193,831	1,806,169
System Offices	48,973,952	3,865,206	45,108,746
RELLIS	65,318,164	19,475,308	45,842,856
Texas Division of Emergency Management	-	-	-
	<u>2,156,217,039</u>	<u>305,436,191</u>	<u>1,850,780,848</u>

<p style="text-align: center;">THE TEXAS A&M UNIVERSITY SYSTEM CAPITAL PLAN PROPOSED PROJECTS - FISCAL YEAR 2021</p>

System Member	Planning Amounts	Resource Allocation		
		PUF Debt Proceeds	RFS Debt Proceeds	Other
Texas A&M University	40,757,301		34,123,020	6,634,281
Texas A&M University at Galveston	8,000,000		8,000,000	
Texas A&M Health Science Center	-			
Prairie View A&M University	8,132,000	1,000,000		7,132,000
Tarleton State University	67,307,950	66,000,000	307,950	1,000,000
Texas A&M University - Corpus Christi	-			
Texas A&M International University	-			
Texas A&M University - Kingsville	2,760,021		2,760,021	
West Texas A&M University	1,503,500			1,503,500
Texas A&M University - Texarkana	-			
Texas A&M University - Commerce	-			
Texas A&M University - Central Texas	-			
Texas A&M University - San Antonio	-			
Texas A&M AgriLife Research	-			
Texas A&M AgriLife Extension Service	-			
Texas A&M Forest Service	-			
Texas A&M Veterinary Medical Diagnostic Laboratory	-			
Texas A&M Engineering Experiment Station	2,750,000	500,000	2,000,000	250,000
Texas A&M Engineering Extension Service	-			
Texas A&M Transportation Institute	-			
System Offices	10,000,000	10,000,000		
RELLIS	5,372,000	5,372,000		
TDEM	-			
	<u>146,582,772</u>	<u>82,872,000</u>	<u>47,190,991</u>	<u>16,519,781</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Capital Plan

Funding Codes

a	Available University Fund
b	Gifts
c	Contracts and Grants
e	E&G Unrestricted
f	Federal Funds
g	Designated Tuition
h	Housing Revenues
n	General Revenue
o	Other
p	Parking
r	Recreational Sports Fees
s	Student Fees
T	Tuition Revenue
u	Utility
v	Stadium Revenue Funds
w	Higher Education Funds
x	Auxiliary Enterprise Funds
y	Indirect Cost Recoveries

TEXAS A&M UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
2-3236		21st Century Classroom Building	85,000,000	70,000,000		15,000,000 o	55,211,146
2-3254		Polo Garage	78,367,296		78,367,296 p,r		42,860,163
2-3266		Veterinary Education, Research & Outreach Center	22,000,000	22,000,000			15,280,405
2-3267		South Campus Recreation Center	35,062,500		35,062,500 r		76,645
2-3272		Instructional Laboratory & Innovative Learning Building (ILSQ)	100,000,000	20,000,000	80,000,000 g		1,777,444
2-3274		Swimming and Diving Expansion	8,381,113		2,100,000 b	6,281,113 b,v	891,467
2-3276		HVAC Replacement Dunn Hall	15,194,130		15,194,130 h		2,040,106
2-3277		West Campus Dining Facility	15,000,000			15,000,000 o	600,160
2-3278		Peterson Building Renovation	26,000,000		25,300,000 g,o	700,000 o	2,497,572
2-3304		Joint Library Facility - Module 3	7,500,000			7,500,000 o	-
		Electrical System Improvements	8,943,750		8,943,750 u		6,046,292
		Utility Plant Control Upgrade	7,500,000		7,500,000 u		38,600
		Building Automation Systems (BAS) Upgrade	9,750,000		9,750,000 u		-
		Heldenfels 2nd Floor Renovation	7,486,750			7,486,750 g	784,265
		Nagle Hall Renovation	9,653,411			9,653,411 g	6,292,226
		HVAC Replacement Appelt Hall	8,165,848		8,165,848 h		769,083
		HVAC Replacement Lechner	7,025,766		7,025,766 h		366,178
		HVAC Replacement Wells Hall	7,994,926		7,994,926 h		362,872
		Aerothermochemistry Lab, Expansion of Wind Tunnel Building	5,000,000			5,000,000 a,o	3,285,032
		Railroad Quiet Zone	5,000,000			5,000,000 o	-
		Physical Plant Projects/Equipment/Other	25,920,094	13,670,094	12,250,000		6,793,406
		Total Construction/Acquisitions in Progress	494,945,584	125,670,094	297,654,216	71,621,274	145,973,062

TEXAS A&M UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
PROPOSED PROJECTS							
	2021	SUP3 Expansion	20,930,520		20,930,520	u	
	2021	HVAC System Walton Hall	8,192,500		8,192,500	h	
	2021	Interior Finishes Renovation Aston Hall Phase II	6,634,281				6,634,281 h
	2022	Interior Finishes Renovation Dunn Hall Phase I	6,095,540				6,095,540 h
	2022	HVAC System Hart Hall	9,000,450		9,000,450	h	
	2022	* The Gardens at Texas A&M University: Phase II	33,500,203				33,500,203 b
	2022	Law School Clinic and Garage	31,000,000				31,000,000 b
	2022	Indoor Tennis Facility	30,000,000				30,000,000 b
	2022	Petroleum Engineering Building	75,000,000				75,000,000 b,g
	2022	Law School Building	85,000,000				85,000,000 b
	2022	Business Education Complex	74,675,000		16,575,000	g	58,100,000 b,o
	2022	Aggieland Visitor Center	36,216,700				36,216,700 b
	2023	Interior Finishes Renovation Dunn Hall Phase II	6,947,609				6,947,609 h
		Physical Plant Projects/Equipment/Other	5,000,000		5,000,000		
		Total Proposed Construction/Acquisitions	428,192,803	-	59,698,470		-
TOTAL CAPITAL PLAN			923,138,387	125,670,094	357,352,686	440,115,607	145,973,062

* AgriLife will expend up to \$1.5 million completing a feasibility study for this project. The project will not move forward into construction until funding is finalized.

Unfunded Capital Needs:

2022	Biology Building	250,000,000
2022	HEC McAllen Research Facility & Nursing Instruction Center	40,000,000
2022	Old Heep Laboratory Building Renovation	12,064,000

TEXAS A&M UNIVERSITY at GALVESTON
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Physical Plant Projects/Equipment/Other	12,000,000		12,000,000		
		Total Construction/Acquisitions in Progress	12,000,000	-	12,000,000	-	-
PROPOSED PROJECTS							
	2021	ESCO 2021 (Energy Savings Projects)	8,000,000		8,000,000		-
		Total Proposed Construction/Acquisitions	8,000,000	-	8,000,000	-	-
TOTAL CAPITAL PLAN			20,000,000	-	20,000,000	-	-

Unfunded Capital Needs:

2022	Infrastructure (Shoreside Dock, Campus, State of the Art Classrooms & Labs for the Training Vessel)	45,000,000
2022	Land Acquisition	16,882,632
2022	New Engineering Teaching/Research Building	57,963,704
2024	Immersive Scholarship & Learning Environment Bldg. (The ISLE)	34,202,792
2024	Recreation Sports Facility Expansion and Athletic Fields	46,258,812
2024	Building Condition Assessment Upgrades	50,899,379
2026	Renovation of Old Library for New Student Center	10,588,128

**TEXAS A&M HEALTH SCIENCE CENTER
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION**

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
23-3258		En/Health Building Renovation	87,318,000	71,318,000		16,000,000	66,030,547
23-3320		Texas A&M University TMC3 Biomedical Research Building	100,000,000	100,000,000			-
		Physical Plant Projects/Equipment/Other	39,008,353	39,008,353			2,949,063
		Total Construction/Acquisitions in Progress	226,326,353	210,326,353	-	16,000,000	68,979,610
PROPOSED PROJECTS							
	2022	College of Dentistry Main Building Renovation	9,600,000	3,600,000		6,000,000	b,g,y,o
		Total Construction/Acquisitions	9,600,000	3,600,000	-	6,000,000	-
TOTAL CAPITAL PLAN			235,926,353	213,926,353	-	22,000,000	68,979,610

Unfunded Capital Needs:

2024	Research and Nursing Education Building in McAllen	40,000,000
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PRAIRIE VIEW A&M UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
5-3300		Engineering Classroom and Research Building	70,000,000	63,000,000		7,000,000 b	-
		Agriculture Comprehensive Facility	6,093,828			6,093,828 c,g	3,807,157
		Physical Plant Projects/Equipment/Other	8,981,000	8,981,000			2,487,746
		Total Construction/Acquisitions in Progress	85,074,828	71,981,000	-	13,093,828	6,294,903
PROPOSED PROJECTS							
2021		EB Evans Building Renovation	8,132,000	1,000,000		7,132,000 a,c,g,o	
2022		Innovation and Commercialization Center for Entrepreneurs	10,000,000			10,000,000 a,g,o	
		Total Proposed Construction/Acquisitions	18,132,000	1,000,000	-	17,132,000	-
TOTAL CAPITAL PLAN			103,206,828	72,981,000	-	30,225,828	6,294,903

Unfunded Capital Needs:

2022	Texas Institute for Preservation of History & Culture Museum	3,500,000
2022	Texas Center for Precision Regenerative Medicine Renovation	3,800,000
2022	Campus Dining Facility	12,000,000
2022	Student Services Building	12,500,000
2022	Multipurpose Educational and Event Facility	60,000,000
2023	Expanded Utility Plant	18,000,000
2025	Campus Northwest Loop Extension	3,900,000

TARLETON STATE UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
4-3264		Aquatics Center	10,000,000		10,000,000	s	561,615
		Physical Plant Projects/Equipment/Other	48,400,000	41,405,000	5,395,000	1,600,000	2,800,622
		Total Construction/Acquisitions in Progress	58,400,000	41,405,000	15,395,000	1,600,000	3,362,237
PROPOSED PROJECTS							
2021		Aquatics Center (addition)	1,307,950		307,950	p	1,000,000
2021		Fort Worth Building #2	66,000,000	66,000,000			s
2023		Baseball/Softball Complex	6,000,000		4,000,000	r	2,000,000
		Total Proposed Construction/Acquisitions	73,307,950	66,000,000	4,307,950	o	3,000,000
TOTAL CAPITAL PLAN			131,707,950	107,405,000	19,702,950		4,600,000
							3,362,237
Unfunded Capital Needs:							
2022		Fort Worth Building #3	60,000,000				
2022		ESCO (Energy Savings Projects)	12,000,000				
2022		OA Grant Renovation	5,000,000				
2022		Dining Services Expansion	15,000,000				
2022		Demolition of Bender and Ferguson Halls	4,400,000				
2022		Applied Sciences Building 2: Agriculture	63,000,000				
2022		Rodeo Arena/Recruiting Space	10,000,000				
2022		Parking Expansion	15,000,000				
2022		Recreation Center Expansion	20,000,000				
2022		College of Health Sciences	72,000,000				
2022		Wisdom Gym Renovation	11,000,000				
2022		Convocation and Event Center	72,000,000				
2022		Land Acquisitions	1,200,000				
2023		Joe Autry Building Expansion and Renovation	25,000,000				
2024		Thompson Student Center Expansion	30,000,000				

TEXAS A&M UNIVERSITY - CORPUS CHRISTI
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources		Cumulative Expenditures Prior Years to 4/30/2020
				RFS Debt Proceeds	Other	
APPROVED PROJECTS						
15-3179		Parking Garage - Island Campus	39,000,000	39,000,000	s,o,p	-
		Energy Consumption Reduction - Phase II	9,500,000	9,500,000	o	-
		Physical Plant Projects/Equipment/Other	19,700,000	18,800,000	900,000	220,079
		Total Construction/Acquisitions in Progress	68,200,000	67,300,000	900,000	220,079
TOTAL CAPITAL PLAN			68,200,000	67,300,000	900,000	220,079

Unfunded Capital Needs:

2022	Arts and Media Building	92,500,000
2022	Center for Sciences Renovation	3,200,000
2022	Center for the Arts Roof Replacement	2,500,000
2022	Center for the Sciences Roof Replacement	2,500,000
2022	Natural Resource Center Roof Replacement	3,500,000
2022	Islanders Arena and Convocation Center	35,000,000
2022	Learning Resources - Library	70,000,000
2022	New Academic Building	45,000,000
2023	Early Childhood Development Center Roof Replacement	3,100,000
2023	Natural Resources Center Renovations	3,500,000
2023	Health Center	25,500,000
2023	Student Aquatics Center	45,000,000
2024	Pedestrian Pathway	30,000,000
2025	Parking Garage	40,000,000
2025	Life Sciences Research and Engineering Complex - Ph. II	65,000,000
2025	Center for the Arts Renovations	2,800,000

TEXAS A&M INTERNATIONAL UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Unfunded Capital Needs:

2023	Health Sciences Education and Research Center	80,000,000
2023	Addition to Fine and Performing Arts	10,000,000
2024	WHTC Large Classroom Addition	7,000,000
2024	Renovation of Kinesiology Convocation Building	28,000,000

TEXAS A&M UNIVERSITY - KINGSVILLE
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources		Cumulative Expenditures Prior Years to 4/30/2020
				RFS Debt Proceeds	Other	
APPROVED PROJECTS						
		Physical Plant Projects/Equipment/Other	3,343,923	3,343,923	-	-
		Total Construction/Acquisitions in Progress	3,343,923	3,343,923	-	-
PROPOSED PROJECTS						
	2023	STEM Lab & Classroom Building	50,000,000	50,000,000 w		
	2024	Utility Improvement	9,000,000	9,000,000 w		
		Physical Plant Projects/Equipment/Other	2,760,021	2,760,021		
		Total Proposed Construction/Acquisitions	61,760,021	61,760,021	-	-
TOTAL CAPITAL PLAN			65,103,944	65,103,944	-	-

Unfunded Capital Needs:

2023	Nierman Hall Renovation	9,000,000
2023	Agricultural Facilities	70,000,000
2024	Drama/Art Building Renovation	7,000,000
2024	Business Admin Building Renovation	8,000,000
2024	Athletic Facilities Renovation	10,000,000
2024	MSUB Mechanical Renovation	19,000,000
2025	Hill Hall Renovation	7,000,000
2025	Howe Ag Building Renovation	7,000,000

WEST TEXAS A&M UNIVERSITY
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources		Cumulative Expenditures Prior Years to 4/30/2020
				RFS Debt Proceeds	Other	
APPROVED PROJECTS						
18-3313		Amarillo Center Phase III	5,500,000	4,000,000 w,o	1,500,000 o,w	-
		Physical Plant Projects/Equipment/Other	18,459,744		18,459,744	2,497,973
		Total Construction/Acquisitions in Progress	23,959,744	4,000,000	19,959,744	2,497,973
PROPOSED PROJECTS						
18-3313	2021	Amarillo Center Phase III (Addition)	1,503,500		1,503,500 o	
	2023	Cousins Hall Renovation	12,500,000	12,500,000 h		
	2023	Bain Center Phase II	6,200,000	5,200,000 b	1,000,000 b	
		Total Proposed Construction/Acquisitions	20,203,500	17,700,000	2,503,500	-
TOTAL CAPITAL PLAN			44,163,244	21,700,000	22,463,244	2,497,973

Unfunded Capital Needs:

2022	New UPD/Lock Shop/Fire Safety Facility	5,000,000
2022	Field House Roof	600,000
2022	Education Building	29,450,000
2022	Education Building Upgrades	1,850,000
2022	Utility Plant	5,500,000
2022	Mary Moody Northern Hall Upgrades	3,700,000
2022	Harrington Fine Arts Center Upgrades	4,900,000
2022	Virgil Henson Activities Center Upgrades	6,900,000
2022	Panhandle Plains Historical Museum Upgrades	8,000,000
2022	Old Main Upgrades	4,600,000
2022	JBK Student Center Upgrades	3,800,000
2022	Cornette Library Upgrades	5,600,000
2022	East Dining Hall Upgrades	2,000,000
2022	Feed Mill and Agriculture Research Facility	14,250,000
2022	Campus Research Space	18,750,000
2023	Intramural Fields	4,000,000
2024	Jones Hall Renovation	5,850,000
2024	Nursing and Health Building	20,000,000
2025	Shirley Hall Renovation	5,250,000
2025	Learning Commons	21,500,000
2025	New Physical Plant	8,000,000
2025	25th Street Enhancement & Loading Dock	12,000,000
2025	Central Supply and Warehouse	4,000,000

TEXAS A&M UNIVERSITY - TEXARKANA
FY 2021- FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Unfunded Capital Needs:

2022

College of Business, Engineering and Technology Building

46,000,000

<p style="text-align: center;">TEXAS A&M UNIVERSITY - COMMERCE FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>
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Unfunded Capital Needs:

2022	Agricultural Education and Research Complex	95,000,000
2022	New University Police Department building	4,000,000
2022	New Welcome Center	12,000,000
2022	Urban Education Building	70,000,000
2022	ADA/Life Safety Renovations	50,000,000
2022	Library Renovation/Expansion	10,000,000
2022	New Event Center/Parking	58,000,000
2023	Engineering Building	70,000,000
2023	Morris Rec Center Expansion	18,000,000
2024	Rayburn Student Center Expansion	17,500,000
2025	Memorial Stadium Renovation	7,000,000
2025	New Children's Learning Center	4,000,000
2025	New Honors College Living/Learning Residence Hall	50,000,000

TEXAS A&M UNIVERSITY - CENTRAL TEXAS
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Physical Plant Projects/Equipment/Other	10,228,091	10,228,091			386,011
		Total Construction/Acquisitions in Progress	10,228,091	10,228,091	-	-	386,011
TOTAL CAPITAL PLAN			10,228,091	10,228,091	-	-	386,011

Unfunded Capital Needs:			
2024	Multipurpose Building 4		60,000,000
2024	Centralized Operational Reliability & Efficiency (CORE) Facilities		50,000,000

TEXAS A&M UNIVERSITY - SAN ANTONIO
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
25-3255		Academic and Administration Building - Phase I	30,000,000	30,000,000			14,757,223
25-3265		Academic and Administration Building - Phase II	53,000,000	53,000,000			-
25-3305		Recreation Center	30,000,000		30,000,000		-
		Physical Plant Projects/Equipment/Other	1,427,000	1,427,000			-
		Total Construction/Acquisitions in Progress	114,427,000	84,427,000	30,000,000	-	14,757,223
PROPOSED PROJECTS							
	2023	Energy Services/Conservation Performance Project	9,500,000		9,500,000		
		Total Proposed Construction/Acquisitions	9,500,000	-	9,500,000	-	-
TOTAL CAPITAL PLAN			123,927,000	84,427,000	39,500,000	-	14,757,223

Unfunded Capital Needs:		
2022	Addition of Instructional, Community Outreach & Support Spaces	60,000,000
2022	Public Health and Education Building	75,000,000
2023	TDEM Facility - San Antonio	95,850,000
2025	Agency & Innovation Center	30,000,000

<p style="text-align: center;">TEXAS A&M AGRILIFE RESEARCH FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>
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Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Physical Plant Projects/Equipment/Other	26,291,929	26,291,929			2,986,774
		Total Construction/Acquisitions in Progress	26,291,929	26,291,929	-	-	2,986,774
TOTAL CAPITAL PLAN			26,291,929	26,291,929	-	-	2,986,774

TEXAS A&M AGRILIFE EXTENSION SERVICE
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		HVAC Replacement & Roof Replacement Wallrath Building	5,658,427	3,100,000	1,000,000 y,o	1,558,427 y	730,642
		Physical Plant Projects/Equipment/Other	2,467,000	2,467,000			254,266
		Total Construction/Acquisitions in Progress	8,125,427	5,567,000	1,000,000	1,558,427	984,908
TOTAL CAPITAL PLAN			8,125,427	5,567,000	1,000,000	1,558,427	984,908

<p style="text-align: center;">TEXAS A&M FOREST SERVICE FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Physical Plant Projects/Equipment/Other	7,035,000	7,035,000			74,168
		Total Construction/Acquisitions in Progress	7,035,000	7,035,000	-	-	74,168
TOTAL CAPITAL PLAN			7,035,000	7,035,000	-	-	74,168

<p style="text-align: center;">TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources		Cumulative Expenditures Prior Years to 4/30/2020
				RFS Debt Proceeds	Other	
APPROVED PROJECTS						
20-3256		TVMDL - Canyon Facility	17,600,000	17,600,000 n,o		12,508,176
		Total Construction/Acquisitions in Progress	17,600,000	17,600,000	-	12,508,176
TOTAL CAPITAL PLAN			17,600,000	17,600,000	-	12,508,176

TEXAS A&M ENGINEERING EXPERIMENT STATION
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
28-3230		Industrial Distribution Building No. 1	18,640,000		2,500,000 o	16,140,000 b	998,092
28-3298		Innovative Technologies Development Complex	80,000,000	80,000,000			14,662,179
28-3321	*	Ballistic Aero-Optics Materials Facility	25,000,000		17,000,000 c,y	8,000,000 n	-
28-3322	*	Bush Combat Dev. Complex (BCDC) Innovation Proving Grounds	42,000,000			42,000,000 n	-
		Physical Plant Projects/Equipment/Other	12,890,000	12,290,000		600,000	5,143,580
		Total Construction/Acquisitions in Progress	178,530,000	92,290,000	19,500,000	66,740,000	20,803,851
PROPOSED PROJECTS							
2022		TEES Technology Innovation and Modernization Catalyst Facility	10,000,000	3,000,000		7,000,000 a,o	
2022		TEES Detonation Research Test Facility	5,000,000			5,000,000 o	
2022		Nuclear Engineering Education Building	15,000,000			15,000,000 b	
		Physical Plant Projects/Equipment/Other	2,750,000	500,000	2,000,000	250,000	
		Total Proposed Construction/Acquisitions	32,750,000	3,500,000	2,000,000	27,250,000	-
TOTAL CAPITAL PLAN			211,280,000	95,790,000	21,500,000	93,990,000	20,803,851

* Project will not move forward until POR is complete.

TEXAS A&M ENGINEERING EXTENSION SERVICE
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
09-3257		Water Wastewater Treatment System Expansion	11,045,770		11,000,000 e	45,770 e	1,662,566
09-3269		Brayton New Administrative and Classroom Facility	31,945,000		31,900,000 e	45,000 e	410,305
		Physical Plant Projects/Equipment/Other	1,000,000	1,000,000			-
		Total Construction/Acquisitions in Progress	43,990,770	1,000,000	42,900,000	90,770	2,072,871
TOTAL CAPITAL PLAN			43,990,770	1,000,000	42,900,000	90,770	2,072,871

Unfunded Capital Needs:

2022	New TEEX Facility at TAMUSA	27,045,000
2022	RELLIS Driving Track and Urban Grid	5,764,200
2022	RELLIS Indoor Shooting Range	23,420,200

<p style="text-align: center;">TEXAS A&M TRANSPORTATION INSTITUTE FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Physical Plant Projects/Equipment/Other	2,000,000	2,000,000			193,831
		Total Construction/Acquisitions in Progress	2,000,000	2,000,000	-	-	193,831
TOTAL CAPITAL PLAN			2,000,000	2,000,000	-	-	193,831

<p style="text-align: center;">SYSTEM OFFICES FY 2021 - FY 2025 CAPITAL PLAN SUMMARY INFORMATION</p>

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
		Financial Management System	30,000,000	27,500,000		2,500,000 a	3,420,886
		Physical Plant Projects/Equipment/Other	8,973,952	3,263,297	4,414,520	1,296,135	444,320
		Total Construction/Acquisitions in Progress	38,973,952	30,763,297	4,414,520	3,796,135	3,865,206
PROPOSED PROJECTS							
	2021	Financial Management System Enhancements	10,000,000	10,000,000			
		Total Proposed Construction/Acquisitions	10,000,000	10,000,000	-	-	-
TOTAL CAPITAL PLAN			48,973,952	40,763,297	4,414,520	3,796,135	3,865,206

RELLIS
FY 2021 - FY 2025 CAPITAL PLAN
SUMMARY INFORMATION

Project #	Projected FY Start Date for Proposed Projects	Project Name	Total Planning Amount	Funding Sources			Cumulative Expenditures Prior Years to 4/30/2020
				PUF Debt Proceeds	RFS Debt Proceeds	Other	
APPROVED PROJECTS							
01-3270		RELLIS Agriculture & Workforce Education Complex	15,000,000	12,000,000		3,000,000	10,944,384
01-3273		RELLIS Academic Complex - Phase II	28,650,000	28,650,000			8,530,924
01-3323		RELLIS Campus Infrastructure - Phase III-A	12,348,000	12,348,000			-
		Physical Plant Projects/Equipment/Other	3,948,164	3,948,164			-
		Total Construction/Acquisitions in Progress	59,946,164	56,946,164	-	3,000,000	19,475,308
PROPOSED PROJECTS							
	2021	RELLIS Runway 35R Rehabilitation	5,372,000	5,372,000			
		Total Proposed Construction/Acquisitions	5,372,000	5,372,000	-	-	-
TOTAL CAPITAL PLAN			65,318,164	62,318,164	-	3,000,000	19,475,308

Unfunded Capital Needs:

2022	RELLIS Campus Infrastructure - Phase III-B	16,526,000
2022	RELLIS Access Road Extension	7,212,000
2022	RELLIS Storm Drainage Improvements - Phase II	7,134,000
2022	RELLIS Runway 35C Rehabilitation	7,034,000
2022	RELLIS Office Complex Phase B	5,960,000
2022	RELLIS Goodson Bend Storage Facility	4,300,000
2022	RELLIS Campus Transformer and Cable	3,422,000
2023	RELLIS Campus Infrastructure - Phase IV	7,754,000
2023	RELLIS Runway 35L Rehabilitation	3,893,000
2023	RELLIS Central Utility Plant Equipment Expansion	1,872,000
2023	RELLIS Parkway Utility Improvements	350,000
2023	RELLIS TTI Complex Waterline Conversion	300,000
2024	RELLIS Campus New Water Tower	5,704,000
2024	RELLIS Runway 22 & 28 Rehabilitation	5,679,000
2025	RELLIS Campus Infrastructure - Phase V	7,278,000



THE TEXAS A&M
UNIVERSITY SYSTEM

The Texas A&M University System Board of Regents

COMMUNITY REPORT:
Progress Update, Reflections and
Updates to the Strategic Plan



August 2020





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Dear Members of The Texas A&M University System Community:

It has been four years since we revealed the strategic plan for The Texas A&M University System in 2016. This report allows us to (1) pause and assess our strategic plan progress to date, (2) reflect on the plan's ambitions, (3) amend the plan for the future so we can continue to grow and (4) document how we will use the plan to achieve our goals going forward. We are excited about the opportunity to evaluate our progress and share both how much we've accomplished as a System over the past four years and where we still need to improve.

The 2019–2020 academic year brought the unprecedented challenge of the COVID-19 pandemic. Our System showed resolve and resilience in responding to the events surrounding the pandemic, making difficult decisions guided by our unwavering commitment to serve the state of Texas and the world. Our response to the pandemic is a testament to our ability to innovate and overcome complex challenges – both of which are integral to the vision of our System. The COVID-19 pandemic has also reinforced the importance of strategic planning to the preservation of our System. Our commitment to planning before this crisis allowed us to ask the right questions, develop the correct tools and make the necessary investments to move quickly and effectively to serve the state of Texas and the United States when challenges arise. Together, we must continue to learn from COVID-19 as a community.

After reviewing our progress against the plan, we are proud of the tremendous improvement we've made executing our current, ambitious strategic plan to provide quality education, conduct leading academic research, and deliver services and training to the people of Texas and beyond. As we consider the objectives of our current strategic plan and how to maintain this momentum, it is clear we started with an enduring strategy focused on achieving the most important goals of a land-grant institution. Given the solid foundation our plan provides, we will continue to build upon it, pushing toward broadening our impact. In addition to our progress on key initiatives in the plan, we have also had notable successes in areas that go beyond our strategic plan, such as Los Alamos National Laboratory and Army Futures Command. As a result, we will continue to raise expectations for our System and seek new opportunities that demonstrate our capability to innovate on a national level and address important global issues. We are confident that the strategic plan, with its revisions, will continue to guide us in the right direction.

The outlined revisions to our strategic plan are the product of a long process. Using the data about our progress to date on our key initiatives and incorporating perspectives from the Board of Regents and System leadership, the revised plan is designed to position System and member institution leadership to execute an even bolder vision for the future by revising segments from our current imperatives and adding new imperatives that are essential to our institutions. Revisiting the plan in this way is further evidence that the Board of Regents views our strategic plan as a living document that we are committed to monitoring and adjusting as needed. The Board of Regents and System leadership will continue our commitment to transparency, constantly measuring and sharing our progress, failures and successes, but we will also be flexible in our execution to adjust course as needed.

If one thing is certain, it is that we could not have made this extraordinary progress without your support. We will continue to do this together, and together we will ensure the continued success of our System.

Sincerely,

Elaine Mendoza
Chairman, Board of Regents

John Sharp
Chancellor

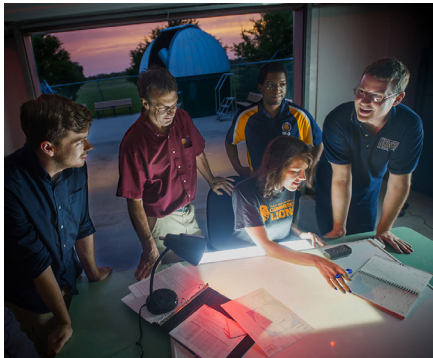


I. Our Strategic Plan Progress

In 2016, we introduced an ambitious strategic plan to guide our 11 universities and seven agencies (now eight agencies, with the addition of the Texas Division of Emergency Management (TDEM) in September 2019). The plan was consistent with our mission to **provide education, conduct research, commercialize technology, offer training, and deliver services for the people of Texas and beyond through our universities and state agencies**. In very real terms, the plan intended to establish the A&M System as the system of choice for students, employers, faculty, staff, and research funders in the state of Texas by working toward the following **six imperatives**:

Our Strategic Imperatives

1. **All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.** We will develop a coordinated recruitment and admissions strategy for the A&M System and create coherent pathways among institutions.
2. **The A&M System will remain affordable and accessible.** We will continue to ensure our costs remain reasonable so that the cost of education does not become a barrier for Texans to access the A&M System.
3. **Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** Our member institutions will develop the educational experiences, experiential opportunities and service opportunities our students need to succeed post-graduation in a global economy.



4. **The A&M System will increase its prominence by building a robust and targeted research portfolio.** We will continue to encourage cross-institution and cross-discipline collaboration, and we will support our member institutions in their research pursuits, including obtaining Emerging Research University status.
5. **The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.** We will continue to address the needs of Texas and utilize technology to reach citizens in new ways.
6. **The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.** Our member institutions will be diligent about their plans for growth, and the A&M System will ensure financially sound decision-making at the aggregate level. We have robust financial management capabilities in place and will continue to manage the A&M System's financial health in a holistic manner.

The plan's imperatives and its metrics of success have propelled the A&M System forward, establishing an enduring strategy focused on serving the state of Texas and its people. For this reason, we believe that we focused on the correct priorities four years ago. Given our continued commitment to these imperatives, we recognize the importance of communicating our progress. Important accomplishments have been achieved within each of the plan's imperatives. Our successes are significant because they demonstrate the breadth and depth of the A&M System's efforts. Equally as important is recognizing that more progress remains to be made on some measures of success, which we are also focused on highlighting. The remainder of this section highlights the progress we've made, identifying areas where we plan to continue improving.

**From 2014 to 2018, total admissions yield decreased about
3% each year across the System.**

1. **All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.** The A&M System continues to recruit, admit, and educate qualified Texans. Over the past four years, the System has become a home for more Texans: System enrollment has grown 1.8 percent each year, allowing us to capture a greater share of Texas higher education enrollment. This success has been achieved while also raising the overall quality of admitted students. Our focus on Texas students finding a home within our System will continue as we work to increase our yield of qualified applicants, including our share of the top 10 percent of Texas high-school graduates.



- Admissions yield decreased variably at each member institution; College Station had the smallest decrease (1 percent each year), with about 45 percent of admitted students enrolling in 2018. This places us slightly behind The University of Texas (UT) System and all Texas four-year public universities, which experienced a 2 percent average decrease in admissions yield each year from 2014 to 2018.¹ Reaffirming our commitment to making our System the system of choice for Texans, we plan to address the growth of campuses outside College Station and improve the pathways between System schools. This effort will focus on making the A&M System more attractive to Texas students, and, by default, increase yield System-wide.
- The System has increased its share of total Texas higher education enrollment. Since 2014, **the A&M System's share of Texas postsecondary enrollment has grown approximately 2 percent annually.** Due to this progress, one-fifth of Texas high-school students who enroll in either major Texas systems or private institutions choose the A&M System.
- The A&M System's share of the top 10 percent of Texas high-school graduates decreased from 33.9 percent in 2014 to 31.7 percent in 2018. In the same four-year period, the System's share of Texas high-school students who are in the top 10 percent of SAT scores increased from 20.3 percent to 21.2 percent. We remain committed to recruiting and admitting the most qualified Texas students, understanding that student quality is multifaceted and should not be limited only to high-school rank or test scores. We are proud to be part of a land-grant tradition and are fully focused on putting higher education within the reach of all Texas citizens.

Other notable progress:

- The Craig and Galen Brown Foundation and Merit Scholarship program is ranked highly for the A&M System. Since 1992, the Brown Foundation has awarded over 400 scholarships to Texas A&M's top incoming freshmen. In 2017, the Brown Foundation celebrated its 25th anniversary with an event celebrating former Brown Scholars and its 119 current Brown Scholars.
- We are committed to increasing System-wide enrollment. This strategic plan update will challenge member institutions to refine their growth goals so that we can build a strategy to support long-term System growth.
- The System-wide acceptance rate decreased 1 percent each year from 2014 to 2018. In the same period, the UT System and statewide four-year public institutions experienced a 2 percent and 1 percent average increase in their acceptance rate each year, respectively.² Nevertheless, in 2018, the A&M System accepted most applicants (72 percent), highlighting our commitment to serve the state of Texas and educate all qualified Texans.

¹The average annual change in admissions yield was calculated using publicly available Integrated Postsecondary Education Data System (IPEDS) data for the UT System and all Texas four-year public universities.

²The average annual change in acceptance rate was calculated using publicly available IPEDS data for the UT System and all Texas four-year public universities.

2. **The A&M System will remain affordable and accessible.** Over the past four years, the A&M System has made remarkable strides in cultivating a more diverse student body while remaining affordable in the state of Texas. We understand that to create equal opportunities for all Texas students we need to increase access and strengthen student support systems. Our focus on ensuring the affordability and accessibility of our System empowers and engenders an inclusive community and will continue in the years ahead.

- The total number of first-generation undergraduate students increased 5 percent each year from 2014 to 2018. Along the same line, Pell Grant recipient enrollment increased by about 2 percent each year from 2014 to 2018. This progress is a testament to the A&M System's commitment to remain accessible to all students regardless of cultural or socioeconomic backgrounds.
- The A&M System is also serving a more racially diverse student body. Underrepresented minority enrollment increased by about 2 percent annually from 2014 to 2018, growing in line with overall demographic shifts in Texas.
- Undergraduate students are also graduating faster, boosting A&M System affordability. We were able to reduce the average time it takes undergraduate students to earn a bachelor's degree across the System by 4 percent from 2014 to 2018, indicating that more undergraduate students are finishing their degrees closer to four years. We take our responsibility to help students plan an efficient path to graduation seriously because we know that failing to do so makes the cost of higher education more burdensome for Texas families and the state of Texas.

32% of first-generation students
in the overall System student body



System-wide total enrollment
increased

+2% EACH
YEAR

driven primarily by System-wide
application growth of

+6% FROM 2014
TO 2018

Annual application growth of our
regional universities

6.6%

was almost double that of
College Station

4%

A&M System enrollment lagged
that of the UT System, but was in
line with Texas public institutions,
which also grew at

+2% PER
YEAR

Student SAT scores **increased**
across all campuses from
2014 to 2018

System-wide median 75th
percentile SAT score improved

9%

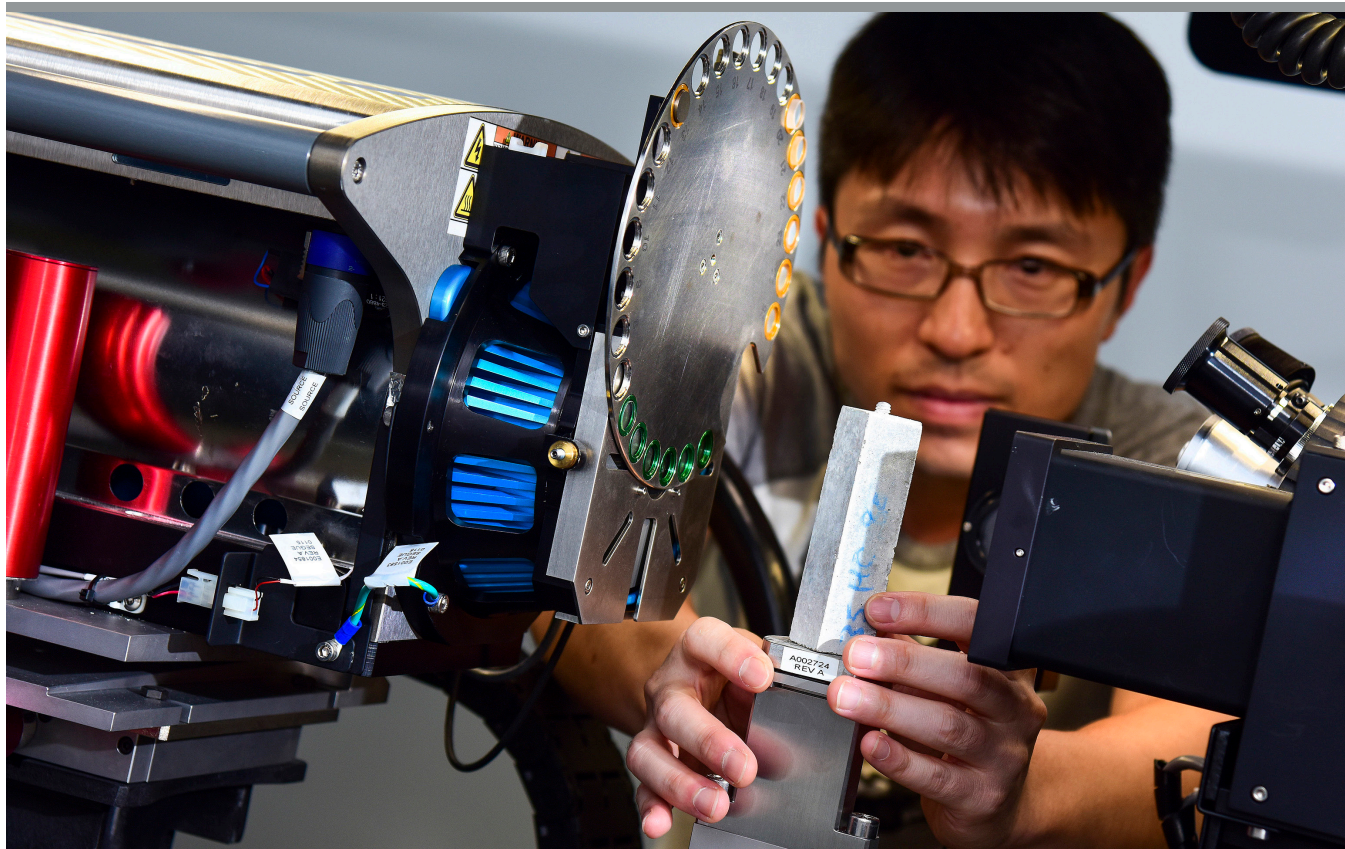
These improvements underscore
that the quality of our System has
improved as we work to educate
more Texans

System-wide median 25th
percentile SAT score improved

14%



- The A&M System has remained affordable relative to median Texas family incomes. In 2014, the median ratio of student debt to family income was about 53 percent across the System. While median student debt stayed constant from 2014 to 2016, median income for Texas households increased. Overall, this decreased student debt to median income by 3 percent from 2014 to 2016. We are acutely aware of the growing burden that student debt represents for students, and we have made extraordinary efforts to do our part to lessen this burden for Texas families.
 - In June 2020, The Texas A&M University System Board of Regents created a **\$100 million scholarship fund** with the goal of making the A&M System’s 11 universities better reflect the state’s demographics. The scholarship program aims to support students who are racially diverse, first-generation, and/or from low-income families in the wake of economic uncertainty associated with COVID-19.
3. **Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** It is the System’s hope that students grow intellectually and personally in a way that allows them to make great contributions to the state of Texas and the world at large. Over the past four years, we continued to see students succeed in the System, with a higher percentage of them graduating in four years. A&M System students also appear to be moving on to jobs at a strong rate, demonstrating that our students are graduating prepared to make a real-world impact.
- The A&M System has prioritized strong student support systems to ensure that students stay in the System until graduation and, when possible, graduate on time. Freshman students are the most likely to drop out, so we are proud that from 2014 to 2018 **A&M System median first-year persistence rates increased by 1 percent**. Additionally, **the six-year graduation rate improved by 2 percent to 50 percent** across the System from 2014 to 2018. Graduation rates vary by campus; in 2018, 86 percent of students in College Station graduated in six years compared to 49 percent of students at our regional universities.
 - College Station graduate salaries exceed statewide university averages by an increasing amount over time; College Station students earn an average of \$5,600 more at the first year following graduation, \$9,000 more at the third year, and \$12,200 more at the fifth year. We remain committed to raising the specialization and performance of all our campuses so that all A&M students are ready to take on the job market and contribute to the Texas economy as well as the global economy.



Other notable progress:

Student experience, as measured in part by the student-to-faculty ratio, has improved. Public data suggests that the College Station ratio has stayed constant during this time, much like other member institutions. The System plans to address growth across campuses to ensure that student experience is equally positive and fulfilling across all System universities.

4. **The A&M System will increase its prominence by building a robust and targeted research portfolio.** The A&M System continues to deliver impactful research that improves society at a community, state, national and global level. The A&M System is now the largest research institution in the southwest United States, ranked above all other Texas institutions in total research expenditures, and ranked in the top 20 research universities nationally. Efforts to grow research expenditures, research volume and distinguished faculty members, coupled with a commitment to leverage A&M System resources to capture true multidisciplinary research opportunities, position the A&M System to bring great benefits to the state of Texas and the world at large.
 - **Total System-wide research expenditures grew about 2 percent each year from 2014 to 2018.** This momentum resulted in research expenditures exceeding \$1 billion in 2018 – a landmark moment for the A&M System. The System has made significant investments to ensure it stays a national and international leader in research going forward.

88%

of students who start their education at a Texas A&M institution continued to a second year of enrollment

19:1

student-to-faculty ratio in 2018



\$1 Billion

research spending in 2018

The A&M System received

50

national academy members
in FY 18, up from

37

members in FY 16

+480

computer science degrees (217
A&M group³ and 264 regional
universities)

+1,400

engineering degrees (891
A&M group and 522 regional
universities)

+50

math degrees (50 A&M group and
4 regional universities)

- In 2018, about 50 percent of the over 6,300 research proposals submitted were awarded, resulting in an award amount of about \$746 million across the System.
 - The rising prominence of the A&M System's research portfolio can also be seen through the growing number of distinguished faculty members. This progress is evidence that our faculty members' research is having global-scale impacts and raising the prominence of our System.
 - Among the criteria for a university to be considered an Emerging Research University is to award 30 or more Ph.D. degrees annually for two consecutive years. In fiscal year (FY) 2019, Texas A&M University-Corpus Christi made strong progress toward this designation by awarding 27 Ph.D. degrees in FY 2016, up from 15 in FY 2014. We are proud of A&M-Corpus Christi's efforts and will continue to encourage other member institutions to offer the highest academic degrees to our students.
5. **The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.** The A&M System was designed to prepare educated problem solvers to lead the state's economic and social development. This fundamental mission, born out of the land-grant heritage of service, remains today. We continue to respond to this mission by granting more degrees in critical fields for the state and prioritizing the work of our eight state agencies that help solve important problems, ranging from protecting natural resources to implementing emergency management programs.
- To help meet the state's critical need, the A&M System takes seriously our responsibility to strengthen the pipeline of students pursuing degrees in computer science, engineering, math and physical science. In 2018, we granted about 7,000 degrees in these four fields combined. From 2014 to 2018, we increased the number of degrees granted in computer science, engineering, and math.

³The A&M group refers to the College Station campus, the Galveston campus, and the Health Science Center.

- The A&M System also increased the number of contact hours and services provided by our service-oriented agencies. From 2014 to 2018:

Texas A&M AgriLife Extension	Provided about 459,000 additional teaching hours in the areas of agriculture and environmental stewardship to the people of Texas
Texas A&M Forest Service	Provided about 192,000 additional hours to ensure the state's trees, forests and related natural resources are protected and sustained, despite decreasing the number of services it provides Texas
Texas A&M Engineering Extension Service	Provided about 4,000 additional emergency response hours to aid disasters across the state and the nation, and added about 45,000 services focused on developing training and practical workforce solutions
Texas A&M Veterinary Medical Diagnostic Laboratory	Provided about 110,000 additional test samples to promote and protect animal health and public health in Texas

6. **The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.** The future success of our System depends on our commitment to managing our resources responsibly and sustainably. We strive to be good stewards of the funds we have been given, and we continue to support and grow our ambitions while maintaining healthy financials and expanding our donor base.
- A Composite Financial Index (CFI) score⁴ of 3.0 or greater is considered satisfactory financial condition. At 5.6, our academic CFI combined score remains healthy. This score indicates that the A&M System continues to see strong financial health and can weather financial difficulties and/or invest in new programs and activities despite the challenging environment facing higher education institutions.
 - Having sufficient reserves is vital because they produce income that enables our campuses to launch projects that might otherwise be difficult to fund. **In 2018, our System had an average of approximately three months of reserves.** Given the uncertainty caused by the global pandemic, we challenge System institutions to assess their reserves and determine whether they are appropriate.
 - **The median administrative cost ratio⁵ across all A&M System campuses was approximately 9 percent in 2018.** The A&M group median ratio was about 5 percent, while the regional university median ratio was in line with the System-wide median.
 - The System expects about a 9 percent three-year return on investable assets.

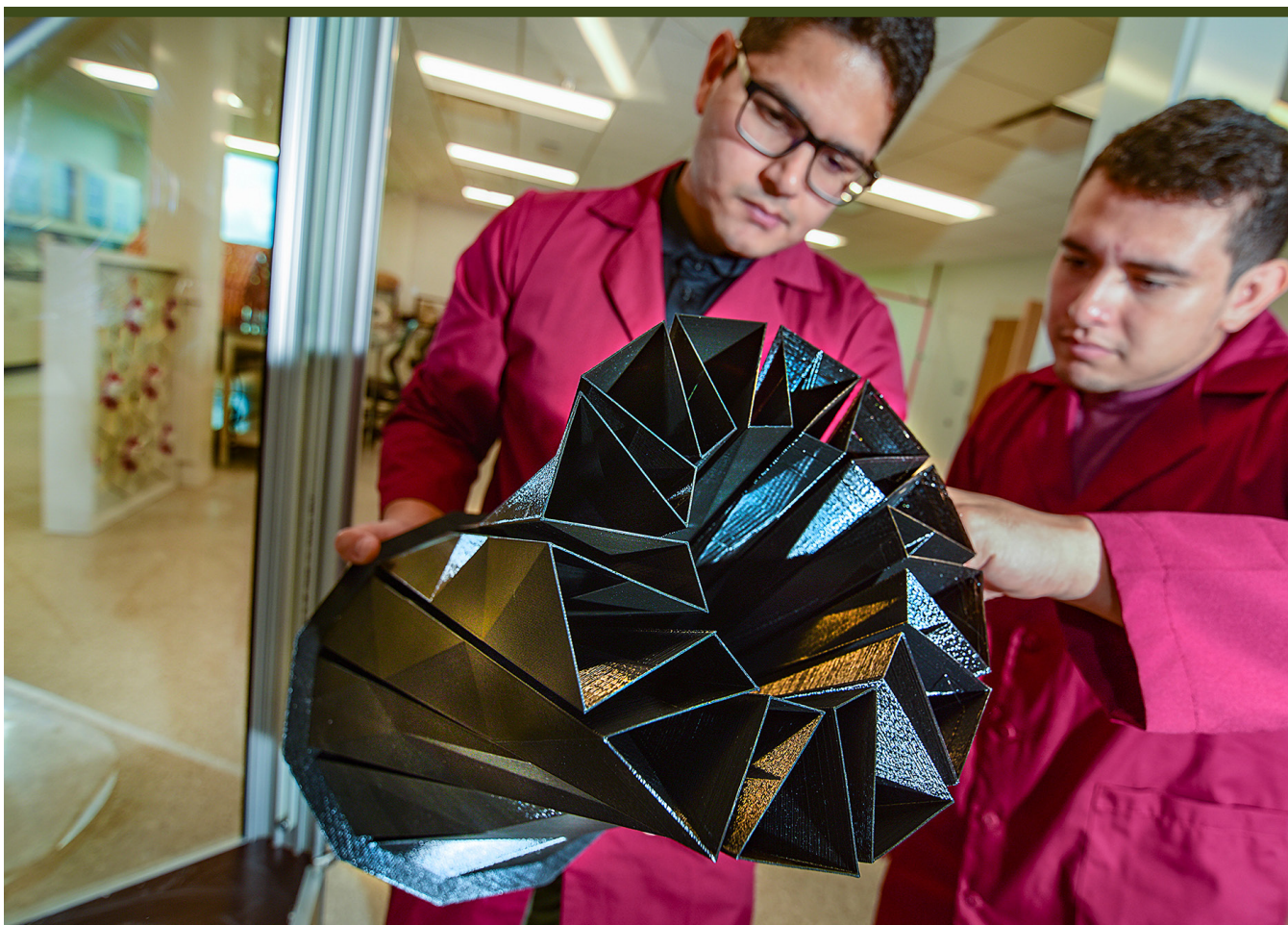
From 2014 to 2018, the Texas A&M Foundation increased donations by over

\$100 Million

and expanded its donor base by 2,700 donors

⁴The CFI is one tool used across the industry to help assess the overall financial health of an institution by blending primary reserve ratio, viability ratio, return on net position, and net operating ratio.

⁵The administrative cost ratio is defined as Institutional Support / (Total Operating Expenses – Auxiliary Operating Expenses).



II. Our Reflections on the Plan's Ambitions

As we reflect on the ambitions of our current strategic plan and how to maintain our momentum, it is increasingly clear our existing plan is strong and focused on the most important priorities. The A&M System has leveraged this plan to commit to the right imperatives and track progress with the correct metrics that have driven success for the System and the state of Texas in recent years.

However, since 2016, the System has grown in ways the plan could have never anticipated. The current plan does not fully account for successes, such as Army Futures Command, Los Alamos National Laboratory and the RELIS Campus. These triumphs require taking opportunistic, but well-informed, big bets that reflect our capability to innovate on a national and global level. These investments position the A&M System well to address the unprecedented challenges of the COVID-19 pandemic. Our existing investments in infrastructure will allow the System to continue its unwavering commitment to serve the state of Texas and the United States more broadly to support development and manufacturing of the testing equipment and vaccinations needed to fight this pandemic.

Army Futures Command	In October 2019, the A&M System announced a cooperative Agreement with the Army Futures Command that will provide up to \$65 million over five years to Texas A&M, supporting research into new technologies to help the Army Futures Command modernize the nation's fighting force.
Los Alamos National Laboratory	In June 2018, Texas A&M was one of the parties awarded a five-year contract to manage and operate Los Alamos National Laboratory, a prominent federal laboratory facility in New Mexico that employs more than 11,000 individuals and houses radioactive and weapons-grade nuclear materials. Los Alamos is one of the largest laboratories in the United States, and this partnership allows the A&M System to deepen its highly technical expertise and support for critical research tied to our national security.
RELLIS Campus	In 2016, the A&M System announced it would rename and transform a 1,900-acre campus to a state-of-the-art training facility and research hub for the technology, engineering and telecommunications industry. The RELLIS Campus facilities will be a leader in the development, testing and evaluation of next-generation transportation and engineering technologies.
Texas Medical Center	The A&M System is currently building a half-billion-dollar complex at the Texas Medical Center to house its groundbreaking Engineering Medicine Program and provide housing for medical and nursing students in Houston. This is the largest recent development project in the city of Houston, a testament to Texas A&M's rising prominence in the area and its dedication to meeting the medical needs of Texans.
Texas A&M AgriLife	Texas A&M AgriLife is the nation's largest comprehensive agriculture program. It partners with the U.S. Department of Agriculture, the National Institutes of Health and the state of Texas to conduct world-class research.
Bush School of Government and Public Service	The Bush School of Government and Public Service has become a leading public and international affairs graduate institution, ranking in the top 10 percent of graduate public affairs schools in the nation.
Texas Division of Emergency Management	In September 2019, Texas state law placed TDEM under the A&M System. This move came after the A&M System effectively led in rebuilding Texas after Hurricane Harvey. Adding an eighth state agency has allowed the System to take on a greater role supporting the state of Texas in disaster management. TDEM is leading efforts across the state to increase production of personal protective equipment and expand COVID-19 testing sites and other coronavirus-related responsibilities, helping the state effectively work toward reopening.

Given these unforeseen accomplishments, we must continue to raise expectations for our System and seek out opportunities that allow our growth to continue. **We plan to adjust two areas of the strategic plan to accommodate an even bolder vision of the future for the System.** To make this vision a reality, we will add the following two imperatives to the current strategic plan:

- **The A&M System will pursue pioneering/progressive opportunities to address national and global challenges.** We will focus on developing partnerships and innovating programs that will confront national and global problems by leveraging our experience from recent big bets that have increased our System's prominence. The System's prior investments in research position it well to support vaccine manufacturing to address the COVID-19 pandemic. The existing investments in infrastructure will allow the System to support development and manufacturing of the testing equipment and vaccinations needed to fight this pandemic.
- **The A&M System will build a strategy to sustain long-term System growth.** We will challenge member institution leadership to redefine their growth goals and empower them to place bets on what can drive growth in way that is sustainable for their campuses and the System more broadly. The Board of Regents will not dictate these growth goals. Instead, we will ask questions to ensure that member institutions have set growth plans and an established process to achieve their goals.

III. Our Revisions for the Future

The existing imperatives will remain largely intact, reaffirming the vision laid out in 2016. Nevertheless, the following revisions are offered to the current imperatives to ensure the A&M System continues to fulfill its mission in the foreseeable future:

1	All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.	<ul style="list-style-type: none"> • Leverage the A&M brand to create opportunities for more Texas students • Highlight strategic mobility pathways throughout the System that allow students to take advantage of the full A&M System network of schools
2	The A&M System will remain affordable and accessible.	<ul style="list-style-type: none"> • Add a measure of success: Total cost of attendance
3	Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.	<ul style="list-style-type: none"> • Enhance the graduation rate metric by specifying that four- and six-year rates will be measured, and that the A&M System will remain compliant with all federally mandated reporting requirements • Clarify “responsible and engaged” citizens and identify appropriate metrics to better assess and track student success
4	The A&M System will increase its prominence by building a robust and targeted research portfolio.	<ul style="list-style-type: none"> • Clarify the research focus areas to address and impact national and global issues • Outline a clear set of campus-specific research priorities
5	The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state’s economy.	<ul style="list-style-type: none"> • Identify appropriate metrics to better assess and track Texas impact
6	The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.	<ul style="list-style-type: none"> • Establish a mechanism to monitor expense growth relative to revenues

As mentioned above, the System is also adding two additional imperatives designed to reflect desires to sustainably build upon its successes. The following are additional imperatives and measures of success for these imperatives:

7	The A&M System will pursue pioneering/ progressive opportunities to address national and global challenges.	<ul style="list-style-type: none"> • Focus on developing partnerships and innovating programs that will confront national and global problems by leveraging our experience from recent big bets that have increased our System’s prominence. <p>Measures of success:</p> <ul style="list-style-type: none"> • Defined national and global challenges that the A&M System is best positioned to solve • Pursuit of opportunities aligned to A&M System priorities and capabilities
8	The A&M System will build a strategy to sustain long-term System growth.	<ul style="list-style-type: none"> • Challenge member institution leadership to redefine their growth goals and empower them to place bets on what can drive growth in a way that is sustainable for their campuses and the System. <p>Measures of success:</p> <ul style="list-style-type: none"> • Clearly defined growth plans for each member institution • Enrollment-tracking at regional campuses according to identified growth plans for each campus • Retention rate at regional campuses • Identification of specialties within regional campuses

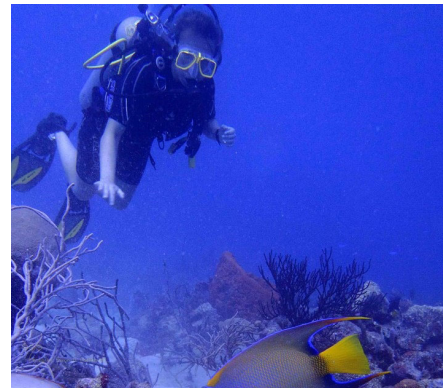


IV. How We Will Use the Plan in the Future

The Board of Regents will remain actively engaged in its governance role, helping System leadership set the broad direction of the System and accomplish the goals laid out in this plan. This plan does not outline specific strategies or tactics to pursue the revisions outlined previously. Rather, with this revised plan we intend to clarify our aspirations and expectations for the A&M System and member institutions. We recognize the importance of allowing A&M System and member institution leadership to use their thought leadership to continue to develop plans that leverage their unique strengths and contexts to achieve success for themselves and the System at large.

As Regents, we commit to ensuring this plan continues to serve as a living document to focus the System leadership's attention on the key imperatives that will improve the trajectory of the A&M System and the state of Texas. Regents will achieve this by:

- Keeping the plan central during Board of Regents meetings, allowing it to guide decision-making.
- Holding all System institutions accountable for reporting their progress relative to new and revised imperatives and metrics.
- Communicating progress toward executing imperatives and metrics more broadly to constituents.
- Updating the plan relatively quickly if, and when, change happens.



11 Universities



8 State Agencies



BOARD OF REGENTS

Elaine Mendoza

Chairman

San Antonio

Tim Leach

Vice Chairman

Midland

Phil Adams

Bryan/College Station

Robert L. Albritton

Fort Worth

Jay Graham

Houston

Michael A. “Mike” Hernandez III

Fort Worth

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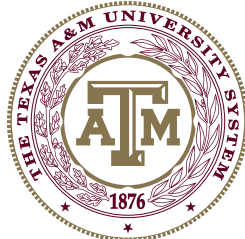
Cliff Thomas

Victoria

Cahlen Cheatham

Student Regent

Stephenville



**THE TEXAS A&M UNIVERSITY SYSTEM
CONFIRMATION OF EMERITUS TITLES
EMERITUS TITLE LIST NO. 20-04**

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
TEXAS A&M UNIVERSITY				
Dr. Susan A. Bloomfield	27	Professor	Professor Emerita of Health and Kinesiology	Upon Approval by the Board and the Honoree's Retirement
Dr. Lynn M. Burlbaw	31	Professor	Professor Emeritus of Teaching, Learning, and Culture	Upon Approval by the Board and the Honoree's Retirement
Dr. Glenda Elkins Byrns	16	Clinical Professor	Clinical Professor Emerita of Educational Psychology	Upon Approval by the Board and the Honoree's Retirement
Dr. Norman O. Dronen, Jr.	46	Professor	Professor Emeritus of Ecology and Conservation Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Benjamin S. Giese	26	Professor	Professor Emeritus of Oceanography	Upon Approval by the Board and the Honoree's Retirement
Dr. Thomas A. Green	42	Professor	Professor Emeritus of Anthropology	Upon Approval by the Board and the Honoree's Retirement
Dr. Ira F. Greenbaum	42	Professor	Professor Emeritus of Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Kevin M. Heinz	25	Professor	Professor Emeritus of Entomology	Upon Approval by the Board and the Honoree's Retirement
Dr. Katrin Hinrichs	21	Regents Professor	Regents Professor Emerita of Veterinary Physiology and Pharmacology	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Claudia Nelson	16	Professor	Professor Emerita of English	Upon Approval by the Board and the Honoree's Retirement
Ms. Lynne H. Rambo	23	Professor	Professor Emerita of the School of Law	Upon Approval by the Board and the Honoree's Retirement
Dr. Cynthia Ann Riccio	23	Professor	Professor Emerita of Educational Psychology	Upon Approval by the Board and the Honoree's Retirement
Dr. Nova J. Silvy	46	Regents Professor	Regents Professor Emeritus of Ecology and Conservation Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Asghar Zardkoohi	39	Professor	Professor Emeritus of Management	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M UNIVERSITY-KINGSVILLE

Mr. Fred Bryant	23	Director	Director Emeritus of Caesar Kleberg Wildlife Research Institute	Upon Approval by the Board and the Honoree's Retirement
Dr. Timothy Fulbright	38	Research Scientist	Research Scientist Emeritus of Caesar Kleberg Wildlife Research Institute	Upon Approval by the Board and the Honoree's Retirement
Dr. Thomas McGehee	31	Professor	Professor Emeritus of Physics and Geosciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Chuck Wissinger	16	Professor	Professor Emeritus of Art	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
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WEST TEXAS A&M UNIVERSITY

Dr. Duane Rosa	33	Professor	Professor Emeritus of Economics	Upon Approval by the Board and the Honoree's Retirement
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TEXAS A&M AGRILIFE EXTENSION SERVICE

Dale Dunlap	28	District Extension Director	District Extension Director Emeritus	Upon Approval by the Board and the Honoree's Retirement
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Armon Hewitt	13	County Extension Agent-Ag and Natural Resources	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement
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Raymond "Roy" Walston	32	County Extension Agent-Ag and Natural Resources	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement
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Sandra L. Kunkel	39	County Extension Agent-Family and Community Health	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement
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TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY

Dr. Jay Hoffman	23	Section Head	Section Head Emeritus	Upon Approval by the Board and the Honoree's Retirement
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The Texas A&M University System
Appointed and Commissioned Peace Officers
July 6, 2020

University Officer's Name	Title	Hire Date
PRAIRIE VIEW A&M UNIVERSITY		
Holloway, Ashley C.	Peace Officer	04/02/2020
Offer, DeWayne L.	Peace Officer	06/02/2020
Sheikh, Sabeeh I.	Peace Officer	04/28/2020
TARLETON STATE UNIVERSITY		
Miller, Bryce V.	Peace Officer	06/22/2020
Miller, Donald B.	Peace Officer	06/22/2020
Thomson, Sherri L.	Peace Officer	06/01/2020
TEXAS A&M INTERNATIONAL UNIVERSITY		
Ugarte, Jose P.	Peace Officer	06/15/2020
TEXAS A&M UNIVERSITY-COMMERCE		
Thomas J. Brandenburgh	Peace Officer	04/14/2020
WEST TEXAS A&M UNIVERSITY		
Fenwick, Michael B.	Peace Officer	05/04/2020
Nutt, Kensley B.	Peace Officer	06/01/2020

22.02 System Investment

Revised [August 20, 2020](#) (MO -2020)
Next Scheduled Review: August 20, 2021
Click to view [Revision History](#).



Policy Summary

This policy sets out the responsibilities of the Board of Regents (board), as assigned by law, to act as a fiduciary in the management of assets under the control of The Texas A&M University System (system) and delineates the roles and responsibilities of the chancellor and system staff regarding the management of assets under the control of the board.

Policy

1. GENERAL

- 1.1 As provided in the Texas Education Code, each board member has the legal responsibilities of a fiduciary in the management of funds under the control of the system. All investments will be made in accordance with applicable state and federal regulations. All assets of the system will at all times be vested in the board, and such assets will be deemed to be held by the board as a fiduciary regardless of the name in which the securities may be registered.
- 1.2 The board has granted to the chancellor the authority for the purchase, sale, assignment, transfer and management of all investments of any kind or character of the system or any member thereof and has authorized the chancellor to execute on behalf of the board or any member thereof any and all documents required in the purchase, sale, assignment, transfer and management of these investments.
- 1.3 The chancellor may delegate to treasury personnel the authority to execute any and all documents required to accomplish the actions outlined above and the deposit, withdrawal, or transfer of assets on behalf of the members.
- 1.4 Investments are defined to include, but are not limited to, any monetary or negotiable asset or property right held by a member including all operating, non-operating and other funds. This includes any asset or property right acquired or held by any member as trustee of a trust or as executor of an estate. Assets will include land and other real property, market investments, business enterprises and any other investments of any kind or character held or acquired by such funds.
- 1.5 Prudent Investor Rule – Each person responsible for making or retaining each and all investments and in acquiring, investing, reinvesting, exchanging, retaining, selling, supervising and managing funds will do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

- 1.6 In the management of system investments, consideration will be given to general economic/capital market conditions, the possible effect of inflation or deflation, the expected tax consequences, the role that each investment or course of action plays within the overall investment portfolio and the requirements for liquidity, diversification, safety of principal, yield, maturity, quality and capability of investment management, with the primary emphasis on safety. Consideration will also be given to incur only costs that are appropriate and reasonable in relation to the assets.
- 1.7 The overall objective of the investment policy is to invest the system's available funds in such a manner as to earn as high a level of return as can reasonably be achieved within the framework of the policy and consistent with the system's primary objective of the safety and preservation of capital.
- 1.8 Each custodian bank will furnish monthly statements to the Office of the Deputy Chancellor and Chief Financial Officer that will include cost and market value for all positions, industry segmentation and percentage composition of the portfolio represented by each issue. The custodian bank statements will be used as the basis for quarterly investment performance reports to the board.
- 1.9 Coordination of investment policy, cash management and system depositories' activities will be maintained by the chancellor through the Office of the Deputy Chancellor and Chief Financial Officer.
- 1.10 The chancellor will provide the board's Committee on Finance an annual report on the need to revise the system investment policy in regard to authorized securities, asset allocation, payout or any other pertinent matters.

2. INVESTMENT OF FUNDS

2.1 Quality Restrictions

For the purpose of this policy all traditional fixed income securities which use long-term credit ratings must be rated the equivalent of "B" or better by a nationally recognized statistical rating organization. The fixed income portfolios must have an overall credit rating of "A" or better by a nationally recognized statistical rating organization. Securities using short-term credit ratings must be rated at least A-2, P-2, F-2 or the equivalent by a nationally recognized statistical rating service.

2.2 Authorized Investments

2.2.1 Direct obligations of the principal and interest which are guaranteed by the United States Government or its agencies to include:

- (a) obligations of the U.S. Treasury.
- (b) direct obligations guaranteed by the Federal Intermediate Credit Bank (FICB), Federal National Mortgage Association (FNMA), Federal Farm Credit Bank (FFCB), Government National Mortgage Association (GNMA), Student Loan Marketing Association (SLMA), Federal Home Loan Mortgage Corporation (FHLMC), Federal Home Loan Bank (FHLB),

Tennessee Valley Authority (TVA) and other government-sponsored entities (GSE).

- 2.2.2 Obligations of states, agencies, counties, cities and other political subdivisions of any state.
- 2.2.3 United States dollar denominated debentures or obligations and preferred and common stocks issued by corporations, associations or other institutions, and convertible securities of all kinds issued by corporations. Not more than 4.9% of the voting stock of any one corporation will be owned by the system at any given time. This includes participation in publicly traded domestic Real Estate Investment Trusts (REITs).
- 2.2.4 Debentures or obligations, and preferred or common stock of international governments and corporations. International preferred and common stock issues must be listed on an organized stock exchange. Utilization of derivatives for the hedging of currency risk is permissible.
- 2.2.5 Certificates of Deposit issued by state and national banks not to exceed 10% of banks' total deposits. Certificates of Deposit must be insured by the Federal Deposit Insurance Corporation, or its successor, or secured (collateralized) by surety bond, or obligations described in this policy, with such collateral to be held by a third party, and that at all times will have a market value of not less than the principal amount of the certificates or in any manner and amount provided by law for deposits of the investing entities, and with the additional provision that all collateral based on direct agency or instrumentality issued mortgage backed securities must have been rated the equivalent of "AAA" by a nationally recognized credit rating organization (NRSRO).
- 2.2.6 Negotiable Certificates of Deposit issued by a bank that has a certificate of deposit rating of at least 1 or the equivalent by a nationally recognized rating agency or that is associated with a holding company having a commercial paper rating of at least A-1, P-1 or the equivalent by a nationally recognized credit rating agency.
- 2.2.7 Deposits in federally insured savings and loan associations, building and loan associations, and state and national banks not to exceed the amount insured by the Federal Savings and Loan Insurance Corporation, the Federal Deposit Insurance Corporation or their successors.
- 2.2.8 Bankers Acceptances, accepted by a bank organized and existing under laws of the U.S. or any state, in accordance with Section 2.1.
- 2.2.9 Money Market Mutual Funds. Funds must be registered with the Securities and Exchange Commission, have a maximum maturity of 13 months and be no-load funds. Fund must have assets consisting of securities authorized under this policy.
- 2.2.10 Mutual Funds. Funds must be registered with the Securities and Exchange Commission and invest in assets authorized under this policy.

- 2.2.11 Direct Security Repurchase Agreements. Direct Repos must be fully secured (collateralized) by obligations authorized under this policy. Such collateral must be held by a third party. All agreements will be in compliance with Federal Reserve Bank guidelines.
- 2.2.12 Securities Lending. The securities lending agent is required to provide indemnification against borrower default. Further, loan exposure to borrowers must be diversified and managed within prudent limits to avoid concentrated borrower risk. The securities lending agent must provide credit approval for all borrowers and is required to perform on-going review and monitoring of borrower default risk and exposures. The amount of the portfolio out on loan must be limited to one-third of each portfolio. Cash collateral will be held in excess of the market value of lent securities in an amount no less than 102% of the market value. The securities lending agent is required to market the value of collateral daily and must review collateral positions and prices to ensure adequate collateral is received and prices used are current and valid. The investment collateral must be invested within the restrictions delineated under SEC Rule 2a-7 under the Investment Company Act of 1940. Basis risk in the portfolio is limited to 30 days when accounting for variable rate securities and loans by their respective reset dates. If loans are not in accordance with these guidelines, they are subject to termination.
- 2.2.13 Investments in bank loans and other non-traditional credit investments may be used to diversify and enhance the return of the portfolio.
- 2.2.14 Derivative instruments may be used in place of underlying securities to modify risk/return characteristics or to cost-effectively implement change in asset allocation. Additional uses of derivatives require written approval of the chancellor or designee. Derivative investments will not be utilized for the purpose of introducing leverage to the portfolio other than in accordance with Section 2.2.16.
- 2.2.15 Investments in venture capital and/or private equity partnerships may be used to enhance the expected return of the portfolio. These investments are long-term, illiquid, private partnerships with high variability of returns. No investment will be made that would comprise more than 10% of total commitments to a single fundraise, which includes commingled and separately managed funds.
- 2.2.16 Investments in absolute return strategies may be used to diversify and enhance the return of the portfolio. Absolute return strategies may invest in derivative instruments, employ leverage and sell securities short. Hedge fund investments may be made in offshore limited partnership shares or by using blocker corporations in order to avoid unrelated business income tax (UBIT). No investment will be made that will comprise more than 10% of any partnership's assets other than a separate fund mandate for portfolio assets.
- 2.2.17 Real assets investments including timber, energy and real estate may be used to diversify and enhance the return of the portfolio. These investments are long-term, illiquid and have high variability of returns. No investment will be made that would comprise more than 10% of total commitments to a single fundraise, which includes commingled and separately managed funds.

2.3 Stock Rights, Fractional Shares, and Proxies

In each instance, exercise or sale of the rights is to be made at the discretion of the chancellor. The chancellor is authorized to execute proxies within the approved investment policy.

2.4 Quasi-Endowments

The board may, on recommendation of the chancellor, establish a quasi-endowment using any source of funding at its disposal except educational (program) and general funds and restricted gifts or grants. Income from funds held in quasi-endowments is available for the purpose established by the board. The corpus of such funds will be held until such time as the board, on recommendation of the chancellor, abolishes the quasi-endowment, at which time the corpus is available for such purpose(s) as may be designated by the board. All quasi-endowments established by the board will be invested in the System Endowment Fund.

2.5 Matching of Private Gifts from Available University Fund (AUF)

Subject to the availability of matching funds appropriated for that purpose by the board, and with the approval of the chancellor, the presidents of Texas A&M University and Prairie View A&M University are authorized to accept private gifts and to match such gifts with AUF monies, provided such actions are reported to the board at its next regularly scheduled meeting.

Authorization for the expenditure of AUF to match endowments is in the general appropriations act, subject to biennial renewal by the legislature. Matching may be completed as long as the pledge is received during a time when the rider authorization is in effect.

2.6 Investment Transactions

Sales, purchases and exchanges will be effected through financial institutions or through well-capitalized, nationally known investment firms which are recognized as being major participants in the equity and fixed income markets, in accordance with normal investment practices, if, in the judgment of the chancellor, these services will produce the maximum benefit to the system.

2.7 Use of Outside Investment Managers

2.7.1 The chancellor, within statutory and other regulatory authority, may place selected funds of the system with investment managers outside the system for investment purposes. The investment of such funds will be subject to the same authorizations and criteria as prescribed for investments consistent with this investment policy.

2.7.2 External investment manager(s) will be governed by either a Letter of Instruction outlining investment instructions and asset allocation parameters expressed in writing by the chancellor or subscription/limited partnership/similar agreement(s). The Letter of Instruction will detail the specific investment benchmark to be used to evaluate the external investment manager.

- 2.7.3 Consistent with this investment policy statement and the Letter of Instruction or subscription/limited partnership/similar agreement(s), the external investment manager(s) will be responsible for making decisions on a fully discretionary basis. This includes buy, hold, sell and timing decisions.
- 2.7.4 An external manager(s) will invest only into the security class(es) for which the external manager(s) is retained to manage. A fixed income manager(s) has full discretion to place funds into cash; however, the fixed income manager(s)'s performance will be measured against the investment benchmark detailed in the Letter of Instruction.
- 2.7.5 When prudent, system investment personnel may accept appointments on advisory boards or committees for external managers, serving in an advisory capacity with no additional compensation other than reimbursement for out-of-pocket expenses.

3. CASH MANAGEMENT

- 3.1 A centralized cash management program will be maintained with the objective that all available cash or cash equivalents are invested and reported in accordance with applicable rules and regulations.
- 3.2 The cash management system will provide competitive and enhanced returns for each member. There will be no subsidy from one member to another. The benefits of the cash management system will exceed the full incremental costs associated with implementing and managing the system.
- 3.3 The Office of the Deputy Chancellor and Chief Financial Officer is assigned staff responsibility for the management oversight of the system-wide cash management system, in coordination with appropriate member officials.

4. INVESTMENTS AND OTHER RELATIONSHIPS WITH DEPOSITORIES

- 4.1 The Office of the Deputy Chancellor and Chief Financial Officer is responsible for the overall coordination and direction of banking relationships, to include investments, deposits, custody and other services with banking and similar financial institutions for the system and its members. Once each year, the Office of the Deputy Chancellor and Chief Financial Officer will provide to the chancellor certification that the investments and banking relationships are in compliance with the policy.

4.2 System Depositories

- 4.2.1 The system is authorized to maintain time and demand bank deposits with only those depositories recommended by the chancellor and approved by the board which have executed a depository agreement. Depository agreements will be executed in accordance with System Policy 25.07, *Contract Administration*. Depositories will be selected on the basis of competitive bids, and the bids will be reviewed by the Office of the Deputy Chancellor and Chief Financial Officer and made a part of the permanent records of the system. The only exceptions to the above are those working funds which may be authorized within the system with the approval of the member chief executive officer (CEO). Working funds

established in a bank other than the approved depository bank must be approved by the chancellor, and all signers on the account must be approved by the member CEO. Such working funds are excluded from the provisions of the system investment policy inasmuch as such funds are not authorized to be invested. Whenever the amount of a working fund is in excess of needs, the excess will be transferred to the appropriate fiscal officer for management in accordance with system investment policy.

4.2.2 The amount of funds which may be deposited with any system bank will be limited to \$100,000,000 or 10% of total deposits, whichever is less. Collateral of 102% will be pledged against all deposits.

4.2.3 Only the chancellor and those officers and/or employees of the members specifically designated in writing by the chief executive officer of each member are authorized to deposit, withdraw, invest, transfer or otherwise manage local funds of the respective members in time and demand deposits with system depositories.

4.3 Responsibilities of System Offices

The Office of the Deputy Chancellor and Chief Financial Officer is responsible for the overall administration of system banking relationships. This responsibility includes:

- (a) identification of proposed depositories;
- (b) securing approval of depositories by the board;
- (c) negotiating System Depository and Pledge Agreement(s);
- (d) preparation of depository, safe keeping and trust accounts agreements with depositories and trustee institutions for execution by the chancellor;
- (e) acceptance and release of securities pledged to secure deposits of the system;
- (f) maintenance of relationships with depositories and trustee institutions;
- (g) monitoring the amount of funds on deposit for each member in each depository and maintaining collateral at sufficient levels; and
- (h) maintenance of records of the specific deposits and related collateral levels for each member for both time and demand deposits;

4.4 Responsibilities of the Chancellor or the Chancellor's Designee at each Member

Within the overall investment and cash management program of the system, the chancellor or the chancellor's designee at each member and his or her successor in office, is responsible for:

- (a) reporting and making available for investment by the Office of the Deputy Chancellor and Chief Financial Officer all local funds for the member in deposits or other arrangements with system depositories;
- (b) designating in writing those persons who are authorized to withdraw, transfer or otherwise place local funds for the member in system depositories; and

- (c) furnishing one copy of each designation required by (b) above to the Office of the Deputy Chancellor and Chief Financial Officer.

5. SYSTEM ENDOWMENT FUND

5.1 Fund Name, Purpose and Eligibility for Participation

- 5.1.1 The System Endowment Fund as herein established will be known as "The Texas A&M University System Endowment Fund" (SEF) and will be under the control of the board, as Trustee.
- 5.1.2 The purpose of the SEF is to provide for the collective investment of all endowment and trust funds held by the system or by the board in a fiduciary capacity. The SEF is to provide funding for scholarships, fellowships, professorships and academic chairs and other uses as specified by donors.
- 5.1.3 No endowment or trust fund will be admitted unless it is under the sole control, with full discretion as to investments, of the board and/or an official or officials of the system in their official capacity. However, no such official, other than the board or chancellor will have any control over the management of the SEF other than to request admittance or withdrawal of any endowment or trust fund under his or her control as designated trustee thereof. No endowment or trust will be admitted which contains a specific provision against commingling or whose investment restrictions prohibit purchase of securities authorized in this system investment policy.

5.2 Investments

Investments of system funds must be accomplished in accordance with the following principles, objectives and purposes:

- 5.2.1 There are two primary investment objectives. One is to provide a continuing and dependable cash payout, stable and preferably growing in real terms, after giving effect to inflation. The second is to cause the total value of the fund to appreciate, over time, exclusive of growth derived from donations.
- 5.2.2 The cash payout requirement on the SEF is substantial and continuous. Income and capital appreciation must be sufficient to provide an adequate and consistent cash stream for the development of excellence and distinction in the academic programs of the system. In addition, the SEF needs to appreciate to ensure preservation of the purchasing power of the SEF and also to satisfy the need for payout growth in the future.
- 5.2.3 Management of the SEF attempts to meet these objectives by maximizing the return on the SEF's investments, consistent with an appropriate level of risk. Additionally, the SEF must be diversified at all times to provide reasonable assurance that investment in a single security, a class of securities or industry will not have an excessive impact on the SEF.
- 5.2.4 A goal of the SEF is to maintain a balance between investment objectives and liquidity needs. Liquidity is necessary to meet the cash payout requirements and

any extraordinary events. In many instances, the most appropriate investment option is one that comes with liquidity constraints. The tradeoff between appropriateness and liquidity will be considered throughout the portfolio construction process.

5.3 Asset Allocation

5.3.1 The SEF's asset allocation policy will be consistent with the investment objectives and risk tolerances. These policies, developed after examining the historical relationships of risk and return among asset classes and integrating an analysis of both assets and liabilities, are designed to provide the highest probability of meeting or exceeding the SEF's return objectives at the lowest possible risk. The overall objective of the SEF is to invest the funds in such a manner as to achieve a reasonable balance of growth of corpus and consistent payout while maintaining the purchasing power of these endowments, as can reasonably be achieved within the framework of the policy consistent with the system's objective of the safety and preservation of capital. Although dynamic capital markets may cause fluctuating risk/return opportunities over a market cycle, the following standards will be used as a flexible framework for asset allocation as measured at market value. The targets outlined below represent the current allocation objective of the board and must be adhered to within the range for each asset class as outlined below. The board recognizes markets will fluctuate and accordingly charges the Office of the Deputy Chancellor and Chief Financial Officer with aligning the actual allocation towards these targets on a quarterly basis.

<u>Asset Class</u>	<u>Target</u>	<u>Range</u>
Fixed Income	15%	10% - 20%
Domestic Equity	15%	10% - 25%
International Equity	15%	10% - 25%
Real Assets	15%	10% - 25%
Absolute Return	15%	10% - 20%
Private Equity	25%	15% - 35%

The SEF will compare total fund performance to a Policy Index that approximates the long-term asset allocation. The investment benchmarks that comprise the Policy Index will be those detailed in the Letters of Instruction and/or designated by the Office of the Deputy Chancellor and Chief Financial Officer.

5.3.2 Traditional fixed income will be managed with a duration of +/- 30% of the effective duration of the investment benchmark detailed in the Letter of Instruction while seeking to outperform the investment benchmark and to attain performance in the top quartile when compared to an appropriate manager universe over a five-year moving time period. Long-term preservation of capital is the primary objective when making any fixed income investment.

5.3.3 The equity allocation will be diversified among the various management styles in order to attain the desired expected return within appropriate risk tolerances. These assets will be managed at a risk level (beta) of no greater than 1.20 times the investment benchmark detailed in the Letter of Instruction while seeking to

outperform the investment benchmark and to attain performance in the top quartile when compared to an appropriate manager universe over a five-year moving time period. Diversification of each equity manager's portfolio will require no more than 25% of equities in one industry. Each equity manager is expected to stay fully invested in equities. In general, cash or cash equivalents should not exceed 5% of the market value of each equity portfolio. In the event of severe economic/capital market conditions or strong liquidity needs, the investment managers may raise a significant amount of cash. Any such decision arising from economic/capital market conditions must be explained in writing to the system staff within 10 working days thereafter. Any other deviations must first be communicated to, and approved in writing by, the designated member of the system staff. Long-term appreciation of the fund is the primary objective when making any equity investment.

- 5.3.4 Real Assets, Absolute Return and Private Equity investments will be selected and evaluated based on, but not limited to, the following criteria: tenure and track record of management team, expertise in targeted areas of investment, diversification strategy, use of leverage, liquidity of investments and performance relative to similar investments.

5.4 Distribution of Income

Distribution will be made quarterly as soon as practicable after the last calendar day of November, February, May and August of each fiscal year to the endowment and trust funds participating in the SEF during the respective quarter. The income distribution per unit for each fiscal year will be to distribute, excluding fees, 5% of the 20-quarter average market value per unit as of the end of the previous February.

5.5 Amendment or Termination of Plan

The board reserves the right to amend or terminate the SEF as it deems necessary or advisable.

6. SYSTEM CASH CONCENTRATION POOL

6.1 Fund Name, Purpose and Eligibility for Participation

- 6.1.1 The Cash Concentration Pool herein established will be known as "The Texas A&M University System Cash Concentration Pool" (Pool) and will be under the control of the board. The direction of the Pool will be under the chancellor in accordance with Section 1.3.
- 6.1.2 The purpose of the Pool is to provide for the collective investment of all operating, non-operating and other funds resting with system or its members. The Pool was established to provide incremental return to assist in meeting the operating needs of the system.
- 6.1.3 All funds deposited into the Pool must be under sole control of the board and/or an official or officials of the system in their official capacity. However, no such official, other than the chancellor, will have any control over the management of the Pool other than to request deposits or withdrawals on the fund.

6.2 Investments

The Pool will be limited to such investments as are eligible under system investment policy as adopted by the board as amended from time to time.

6.3 Asset Allocation

6.3.1 The Pool's asset allocation policy will reflect, and be consistent with, the investment objectives and risk tolerances. These policies, developed after examining the historical relationships of risk and return among asset classes and integrating an analysis of both assets and liabilities, are designed to provide the highest probability of meeting or exceeding the Pool's return objectives at the lowest possible risk. The overall objective of the Pool is to invest the funds in such a manner as to achieve a reasonable balance of growth of corpus and consistent payout to meet the operating needs of the system, as can reasonably be achieved within the framework of the policy consistent with the system's objective of the safety and preservation of capital. Although dynamic capital markets may cause fluctuating risk/return opportunities over a market cycle, the following standards will be used as a flexible framework for asset allocation and portfolio structure (as measured at market value). The targets outlined below represent the current allocation objective of the board and must be adhered to within the range for each asset class as outlined in this section. The board recognizes markets will fluctuate and accordingly charges the Office of the Deputy Chancellor and Chief Financial Officer with aligning the actual allocation towards these targets on a quarterly basis. All allocation percentages are to be exclusive of debt proceeds which are to be invested in the Short-Term Portfolio.

<u>Asset Class</u>	<u>Target</u>	<u>Range</u>
Short-Term Portfolio	8%	6% - 12%
Fixed Income	32%	27% - 37%
Domestic Equity	20%	15% - 25%
International Equity	20%	15% - 25%
Absolute Return	20%	15% - 25%

6.3.2 The Short-Term Portfolio will be managed to meet short-term cash requirements with a duration not to exceed one year.

6.3.3 Traditional fixed Income will be managed with a duration +/- 30% of the effective duration of the investment benchmark detailed in the Letter of Instruction, while seeking to outperform the investment benchmark and to attain performance in the top quartile when compared to an appropriate manager universe over a five-year moving time period.

6.3.4 The equity allocations will be diversified among the various management styles and equity asset classes in order to attain the desired expected return within appropriate risk tolerances. These assets will be managed at a risk level (beta) not to exceed 1.20 times the investment benchmark detailed in the Letter of Instruction while seeking to outperform the investment benchmark and to rank in the top

quartile when compared to an appropriate manager universe over a five-year moving time period. Diversification of each manager's portfolio will require no more than 25% of equities in one industry. Each equity manager is expected to stay fully invested in equities. In general, cash and cash equivalents should not exceed 5% of the market value of each equity portfolio.

- 6.3.5 Absolute return strategies will be selected and evaluated based on, but not limited to, the following criteria: tenure and track record of management team, expertise in targeted areas of investment, diversification strategy, use of leverage, liquidity of investments, level of general partner investment, fees and potential conflicts of interest.

6.4 Amendment or Termination of Plan

The board reserves the right to amend or terminate the Pool as it deems necessary or advisable.

7. PLACEMENT AGENTS

The purpose of this provision of the system investment policy is to ensure all system investment transactions and decisions are free from improper influence or the appearance of such consistent with the board's fiduciary responsibilities. The system requires transparency and accountability of the role of the placement agent. Prior to investing with an investment manager, the system must obtain a statement from the manager that it did not use a placement agent in connection with the system's investment or, if the manager has used a placement agent, it will disclose certain information regarding the payment of or the incurrence of an obligation to pay any placement fee and the services to be performed by the placement agent including as set forth in the placement agent questionnaire submitted to treasury personnel. Furthermore, the fund or manager must certify, represent and warrant that the disclosures required by the questionnaire are complete, true and correct in all material respects. The system cannot be responsible or liable for the payment of any placement fee unless such amounts are completely offset by reductions to the management fees or other fees payable by the system to the fund.

Related Statutes, Policies, or Requirements

[System Policy 07.01, Ethics](#)

[System Policy 07.03, Conflicts of Interest, Dual Office Holding and Political Activities](#)

[System Policy 25.07, Contract Administration](#)

Tex. Educ. Code §§ [51.003](#), [51.0031](#)

[Tex. Prop. Code Ch. 163](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Office of Treasury Services
(979) 458-6330

Resolution

WHEREAS, Aggieland has grown beyond the boundaries of any one municipality; and

WHEREAS, College Station is known as the “Home of Texas A&M University”; and

WHEREAS, the City of College Station and the City of Bryan have had an entwined history since the City of College Station was incorporated in 1938; and

WHEREAS, Bryan and Texas A&M University’s historical ties go back to 1871, when Bryan was incorporated and the Texas Legislature established the Agricultural and Mechanical College of Texas; and

WHEREAS, College Station and Texas A&M University are synonymous, with the city owing its name and existence to the Agricultural and Mechanical College’s location along the Houston and Texas Central Railroad, receiving the designation “College Station, Texas” by the U.S. Postal Service in 1877; and

WHEREAS, the City of College Station was incorporated after a petition was submitted to the A&M College of Texas board of directors, and the first city council was comprised of A&M faculty members and met in the administration building; and

WHEREAS, Kyle Field, home to Aggie Football since 1905, is located in College Station, and in 2013 College Station guaranteed up to \$36 million in hotel tax revenues toward the renovation of Kyle Field; and

WHEREAS, Bryan Army Air Field was used as the Texas A&M University Annex for incoming Corps of Cadets freshmen and returning veterans in 1946; and

WHEREAS, in 1962, Bryan Air Force Base was deeded to Texas A&M University, adding 1,991 acres; and

WHEREAS, the former Bryan Air Force Base was operated as the Texas A&M University Research and Extension Center for a quarter of a century before being designated as the Texas A&M University Riverside Campus in 1988; and

WHEREAS, the Texas A&M University Riverside Campus grew into the Texas A&M University Research Annex before transforming into the RELLIS Campus in 2016, home to Texas A&M University System entities including ten regional universities, the Texas A&M Engineering Extension Service (TEEX), the Texas A&M Engineering Experiment Station (TEES) and the Texas A&M Transportation Institute (TTI); and

WHEREAS, in 2007, the City of Bryan gifted more than 200 acres to the Texas A&M University Health Science Center; and

WHEREAS, recognizing the long history and partnership between the City of Bryan, the City of College Station and both Texas A&M University and The Texas A&M University System; and

WHEREAS, recognizing that over the past decade, Texas A&M University and The Texas A&M University System have expanded into the City of Bryan with seven Texas A&M University System colleges, ten Texas A&M University System universities and multiple Texas A&M University System state agencies on more than 2,200 acres with more than \$1 billion in investment; and

WHEREAS, Texas A&M University will always be the institution's official name; and

WHEREAS, there is no intent to change the university's official name; now, therefore, be it

RESOLVED, that the Chancellor of The Texas A&M University System and the President of Texas A&M University will use "Bryan-College Station" only in any general location references where College Station would have been used in the past, including references at all sporting events, academic events, press releases, marketing collateral, letterhead, and other representations of Texas A&M University and The Texas A&M University System where a specific postal address is not required.

ADOPTED, this 20th day of August 2020.

**PRAIRIE VIEW A&M UNIVERSITY
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
ROY G. PERRY COLLEGE OF ENGINEERING						
Dr. Chang Duan	Assistant Professor Mechanical Engineering	6	0	09/01/2020	Ph.D. (2013) North Carolina State University	Fa 2014 – Present Assistant Professor Prairie View A&M University
Dr. Sheena M. Reeves	Assistant Professor Chemical Engineering	6	0	09/01/2020	Ph.D. (2011) Mississippi State University	Fa 2014 – Present Assistant Professor Prairie View A&M University

* Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.

TEXAS A&M INTERNATIONAL UNIVERSITY
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF A.R. SANCHEZ, JR. SCHOOL OF BUSINESS						
Dr. Amit Ghosh	Professor International Banking and Finance Studies	0	12	Upon Approval by the Board and Faculty Arrival	Ph.D. (2006) Claremont Graduate University	2008 - 2014 Assistant Professor Illinois Wesleyan University 2014 –2019 Associate Professor Illinois Wesleyan University 2019 – present Professor Illinois Wesleyan University Su 2020 Professor Texas A&M International University
UNIVERSITY COLLEGE						
Dr. Barbara Siew Swan Hong (Foster)	Professor Educational Programs	3	14	Upon Approval by the Board and Faculty Arrival	Ph.D. (2002) Columbia University	Fa 2002 – Su 2005 Assistant Professor Dowling College, New York

UNIVERSITY COLLEGE (Continued)

Dr. Barbara Hong (continued)

Fa 2005 – Su 2008
Associate Professor
Texas A&M International
University

Fa 2008 – Su 2014
Associate Professor (tenured)
Pennsylvania State University

Fa 2015 – Sp 2020
Professor (tenure)
Brigham Young University

Su 2020
Professor
Texas A&M International
University

* Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.

TEXAS A&M UNIVERSITY
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF ENGINEERING						
Dr. Edwin L. (Ned) Thomas	Professor Materials Science and Engineering	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1974) Cornell University	Fa 1989 – Su 2011 Professor (Tenured 1989) Massachusetts Institute of Technology Fa 2011 – Sp 2020 Professor (Tenured 2011) Rice University Su 2020 Professor Texas A&M University
COLLEGE OF LIBERAL ARTS						
Dr. Omar Rivera	Associate Professor Philosophy and Humanities	0	13	Upon Approval by the Board and Faculty Arrival	Ph.D. (2007) The Pennsylvania State University	Fa 2007 – Su 2010 Assistant Professor University of Wisconsin Fa 2010 – Su 2015 Assistant Professor Southwestern University Fa 2015 – Su 2020 Associate Professor (Tenured 2015) Southwestern University

COLLEGE OF LIBERAL ARTS (Continued)

Dr. Omar Rivera (continued)

Fa 2020

Associate Professor

Texas A&M University

Dr. Darrel Wanzer-
SerranoAssociate Professor
Communication

0

13

Upon Approval
by the Board and
Faculty ArrivalPh.D. (2007)
Indiana
University

Fa 2007 – Su 2008

Assistant Professor

University of Georgia

Fa 2008 – Su 2009

Postdoctoral Research

Associate

University of Illinois,

Urbana-Champaign

Fa 2009 – Su 2012

Assistant Professor

University of North Texas

Fa 2012 – Su 2016

Assistant Professor

University of Iowa

Fa 2016 – Su 2020

Associate Professor

(Tenured 2016)

University of Iowa

Fa 2020

Associate Professor

Texas A&M University

COLLEGE OF MEDICINE

Dr. Ryang Hwa Lee

Assistant Professor
Molecular and
Cellular Medicine

9

0

09/01/2020

Ph.D. (2003)
Pusan National
University

Su 2011 – Present

Assistant Professor

Texas A&M University

COLLEGE OF NURSING

Dr. Cynthia G. Weston	Assistant Professor College of Nursing	6	0	09/01/2020	D.N.P. (2014) University of Texas Health Science Center	Fa 2014 – Present Assistant Professor Texas A&M University
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COLLEGE OF SCIENCE

Dr. Brani Vidakovic	Professor Statistics	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1992) Purdue University	<p>Su 1992 – Sp 2000 Assistant Professor Duke University</p> <p>Sp 2000 – Su 2000 Associate Professor (Tenured 2000) Duke University</p> <p>Fa 2000 – Sp 2004 Associate Professor (Tenured 2001) Georgia Institute of Technology</p> <p>Sp 2004 – Su 2020 Professor Georgia Institute of Technology</p> <p>Fa 2020 Professor Texas A&M University</p>
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SCHOOL OF LAW

Mr. Brendan Maher	Professor of Law	0	11	Upon Approval by the Board and Faculty Arrival	J.D. (2000) Harvard Law School	<p>Fa 2009 – Su 2013 Associate Professor Oklahoma City University School of Law</p> <p>Fa 2013 – Su 2015 Associate Professor (Tenured 2013) University of Connecticut School of Law</p> <p>Fa 2015 – Su 2020 Professor University of Connecticut School of Law</p> <p>Fa 2020 Professor Texas A&M University</p>
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TEXAS A&M UNIVERSITY
REQUEST FOR APPROVAL TO NEGOTIATE
AND EXECUTE CONTRACTS OVER \$500,000
CONTRACT LIST NO. 20-04

University Unit	Contracting Party	Total Consideration	Contract Term	New or Renewal	Purpose of Contract/Summary of Statement of Work
Texas A&M University at Galveston and the Texas A&M Maritime Academy	U.S. Department of Transportation Maritime Administration (MARAD)	Estimated to be between \$10,000,000 and \$15,000,000 (revenue)	5 years	New	MARAD will provide assistance to the Texas A&M Maritime Academy (Academy) in support of its mission to educate, train, and prepare Merchant Mariners through a loan of a training ship, maintenance and repairs of that ship, fuel subsidy payments, annual payments for services and support, and student incentive payments (SIP) to be made to students attending the Academy, and the addition of funds for possible ship-sharing expenses. Depending upon the funding provided by Congress, this agreement could result in over \$1M in direct support and another \$1 to \$2M each year in subsidized expenses reimbursed to the Academy.

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u> <u>Other Inst.</u>	<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF BUSINESS ADMINISTRATION					
Dr. Faiza M. Khoja	Professor Strategic Management	0 >15	Upon Approval by the Board and Faculty Arrival	Ph.D. (2004) University of Houston	2004-2010 Assistant Professor University of Houston Downtown 2010-2018 Associate Professor (Tenured 2010) University of Houston Downtown 2018-2020 Professor University of Houston Downtown 2020-Present Professor Texas A&M University- Central Texas

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**TEXAS A&M UNIVERSITY-COMMERCE
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF EDUCATION AND HUMAN SERVICES						
Dr. Danna M. Beaty	Associate Professor Educational Leadership	3	8	Upon Approval by the Board and Faculty Arrival	Ed.D. (2001) Texas A&M University- Commerce	Fa 2002 – Sp 2005 Assistant Professor Texas A&M University-Commerce Fa 2005 – Sp 2009 Assistant Professor Tarleton State University Fa 2009 – Present Associate Professor (Tenured 2009) Tarleton State University Fa 2020 Associate Professor Texas A&M University-Commerce
Dr. Kimberly McLeod	Professor Counseling	0	12	Upon Approval by the Board and Faculty Arrival	Ed.D. (2002) Texas Southern University	Fa 2003 – Sp 2007 Assistant Professor Texas Southern University Sp 2007 – 2012 Associate Professor (Tenured 2012) Texas Southern University

Fa 2012 – 2015
Professor
Texas Southern University

Fa 2020
Professor
Texas A&M University-Commerce

*Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>			
COLLEGE OF BUSINESS						
Dr. Dana A. Forgione	Professor Accounting, Finance, and Business Law	0	14	Upon Board Approval and Faculty Arrival	PhD (1987) University of Massachusetts Amherst	Fa 2006 – Su 2020 Professor University of Texas at San Antonio Fa 2020 Professor Texas A&M University- Corpus Christi

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TEXAS A&M UNIVERSITY-KINGSVILLE
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF ARTS AND SCIENCES						
Dr. Craig A. Meyer	Assistant Professor Language & Literature	6	0	09/01/2020	Ph.D. (2013) Ohio University	Fa 2013 – Sp 2014 Visiting Assistant Professor Ohio University Fa 2014 – Present Assistant Professor Texas A&M University-Kingsville
COLLEGE OF ENGINEERING						
Dr. David Hicks	Assistant Professor Electrical Engineering and Computer Science	6	0	09/01/2020	Ph.D. (1993) Texas A&M University	Sp 1999 – Su 2001 Assistant Professor Aalborg University Fa 2001 – Su 2014 Associate Professor (Tenured 2001) Aalborg University Fa 2014 – Present Assistant Professor Texas A&M University-Kingsville

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TEXAS A&M UNIVERSITY-SAN ANTONIO
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF ARTS AND SCIENCES						
Dr. Debra A. Feakes	Professor Science and Mathematics	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1991) Utah State University	Fa 1994 – Sp 2000 Assistant Professor Texas State University Fa 2000 – Sp 2013 Associate Professor (Tenured 2000) Texas State University Fa 2013 – Sp 2018 Professor Texas State University Fa 2018 – Sp 2020 Professor University of Indianapolis Fa 2020 Professor Texas A&M University-San Antonio

* Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.

**WEST TEXAS A&M UNIVERSITY
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 20-04**

<u>Name</u>	<u>Present Rank/ Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective Date/Tenure</u>	<u>Education</u>	<u>Employment Towards Tenure</u>
COLLEGE OF NURSING AND HEALTH SCIENCES						
Dr. Holly L. Jeffreys	Associate Professor Nursing	3	0	Upon Approval by the Board and Faculty Arrival	D.N.P. (2009) The University of Texas Health Science Center at Houston	Fa 2009 – Sp 2012 Assistant Professor of Nursing West Texas A&M University Fa 2020 Associate Professor of Nursing West Texas A&M University

* Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.