



*Consent Agenda Items*  
*Meeting*  
*of the*  
*Board of Regents*

*August 28, 2025*



**MEETING OF THE BOARD OF REGENTS  
THE TEXAS A&M UNIVERSITY SYSTEM**

**August 28, 2025  
College Station, Texas**

**REGULAR AGENDA ITEMS**

**1. COMMITTEE ON FINANCE**

- 1.1 Approval of Fiscal Year 2026 Service Department Accounts, A&M System
- 1.2 Approval of Fiscal Year 2026 Operating Budgets, A&M System
- 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, A&M System
- 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, A&M System
- 1.5 Adoption of the First Amendment to the Amended and Restated Second Supplemental Resolution Authorizing the Board of Regents of The Texas A&M University System Revenue Financing System Commercial Paper Program, A&M System
- 1.6 Tuition and Fee Commitment for 2025-26 and 2026-27 Academic Years, A&M System

**2. COMMITTEE ON AUDIT**

- 2.1 Approval of System Internal Audit Plan for Fiscal Year 2026, A&M System

**3. COMMITTEE ON BUILDINGS AND PHYSICAL PLANT**

- 3.1 Approval of System Capital Plan for FY 2026 – FY 2030, A&M System
- 3.2 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Aplin Center Project, Texas A&M University, College Station, Texas (Project No. 02-3420), A&M System
- 3.3 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Infrastructure, Dock Improvements and Ship FF&E - Ph II Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-3354), A&M System

*\*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Section 551.1281 and Chapter 552 of the Texas Government Code.*

Informational Report

## Report on System Construction Projects Authorized by the Board

**4. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

- 4.1 Approval of Revisions to System Policies 11.06, Core Curriculum and 11.09, Low-Producing Academic Programs, A&M System
- 4.2 Approval of Revisions to Policy 12.04, Academic Council/Faculty Senate, A&M System

**5. COMMITTEE ON RESEARCH**

*(No action items)*

**6. THE TEXAS A&M UNIVERSITY SYSTEM BOARD OF REGENTS (not assigned to Committee)**Executive Session Items

- 6.1 \*Naming of Sole Finalist for the Position of President, Texas A&M International University, A&M System
- 6.2 Appointment of Interim President of Texas A&M University-Victoria, A&M System
- 6.3 \*Appointment of the General Counsel, A&M System
- 6.4 \*Authorization to Negotiate and Execute a Separation Agreement with Jenny Jones, A&M System
- 6.5 \*Authorization to Negotiate and Execute a Lease of Approximately 0.083 Acres of Land for the Air Traffic Control Tower at Easterwood Airport, Brazos County, Texas, A&M System
- 6.6 \*Authorization to Negotiate and Execute Amendments to the Easterwood Airport Ground Lease, the Fixed Based Operations Operating Agreement, and the Airport Operations Management Agreement with Astin Aviation, CLL, LLC and/or its Affiliated Entities, A&M System
- 6.7 \*Authorization to Negotiate and Execute a Development Agreement, Ground Lease, and Other Related Agreements of Approximately 12.88 Acres of Land at RELLIS Campus, in Bryan, Brazos County, Texas, A&M System
- 6.8 \*Authorization to Negotiate and Execute a Lease of Space in Two Research Park Located at 1700 Research Parkway, College Station, Brazos County, Texas, Texas A&M
- 6.9 \*Authorization for the Purchase of Approximately 0.678 Acres of Land Adjacent to Lancaster Avenue in Fort Worth, Tarrant County, Texas, A&M System

*\*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Section 551.1281 and Chapter 552 of the Texas Government Code.*

- 6.10 \*Approval of Revisions to the Bylaws of the Board of Regents, BOR, A&M System
- 6.11 Approval of Revisions to System Policies 01.03, Appointing Power and Terms and Conditions of Employment, 07.03, Conflicts of Interest, Dual Office Holding and Political Activities, and 09.04, Litigation, A&M System

#### Regular Items

- 6.12 Item withdrawn
- 6.13 Authorization for the Chairman to Submit a Report to the State Legislature and the Texas Higher Education Coordinating Board (THECB) Certifying the Board of Regents' Compliance with Texas Education Code Sec. 51.3525 for Fiscal Year 2025, A&M System
- 6.14 Adoption of a Resolution Relating to the Transition of the University of Houston-Victoria into The Texas A&M University System as Texas A&M University-Victoria, A&M System
- 6.15 Adoption of Texas A&M University-Victoria Official Seal and Establishment of Authority to Protect the Usage of All Identifying Marks, A&M System

### **7. CONSENT AGENDA ITEMS**

#### The Texas A&M University System/Board of Regents

- 7.1 Approval of Minutes, BOR & A&M System
- 7.2 Approval of Fiscal Year 2026 Holiday Schedule for Texas A&M University-Victoria, A&M System
- 7.3 Confirmation of Appointment and Commissioning of Peace Officers, A&M System
- 7.4 Granting of the Title of Emeritus, August 2025, A&M System
- 7.5 Approval of List of Authorized Signers for Revolving Fund Bank Accounts for System Members, A&M System
- 7.6 Approval of Revisions to System Policy 15.05, System Research Security Office, A&M System
- 7.7 Approval of Academic Tenure for Texas A&M University-Victoria, August 2025, A&M System
- 7.8 Approval of Amended Mission Statement for Texas A&M University-Victoria and Authorization to Provide Notification to the Texas Higher Education Coordinating Board, A&M System

*\*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Section 551.1281 and Chapter 552 of the Texas Government Code.*

East Texas A&M University

- 7.9 Approval of Academic Tenure, August 2025, ETAMU
- 7.10 Establishment of the Center for Competency-Based Education, ETAMU
- 7.11 Authorization to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2025, 2026, and 2027, ETAMU

Prairie View A&M University

- 7.12 Establishment of the Center for Innovation & Entrepreneurship, PVAMU
- 7.13 Establishment of the Center of Banking Excellence, PVAMU
- 7.14 Establishment of the Center for Accounting Excellence, PVAMU

Tarleton State University

- 7.15 Approval of Academic Tenure, August 2025, Tarleton
- 7.16 Establishment of the Center for Leadership and Strategic Studies, Tarleton
- 7.17 Approval of a New Master of Science Degree Program with a Major in Sport Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton
- 7.18 Approval of a New Master of Science Degree Program with a Major in Exercise Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

Texas A&M International University

- 7.19 Approval of Academic Tenure, August 2025, TAMIU
- 7.20 Establishment of the Artificial Intelligence Center for Engineering, TAMIU
- 7.21 \*Naming of the Student Counseling Center, TAMIU

Texas A&M University

- 7.22 Approval of Academic Tenure, August 2025, Texas A&M
- 7.23 Granting of Faculty Development Leave for FY 2026, Texas A&M
- 7.24 \*Authorization for the President to Negotiate and Execute Certain Specified Contracts Involving Consideration of \$500,000 or More, Texas A&M
- 7.25 Authorization for the Texas A&M University Health Science Center to Make Intergovernmental Transfers on Behalf of Qualifying Entities, Texas A&M

*\*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Section 551.1281 and Chapter 552 of the Texas Government Code.*

- 7.26 Approval of a New Bachelor of Science Degree Program with a Major in Space Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M
- 7.27 Approval of a New Graduate Degree Program with a Major in Public Health Sciences Leading to a Doctor of Philosophy or a Master of Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M
- 7.28 Approval of a New Doctor of Philosophy Degree Program with a Major in Health Behavior and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M
- 7.29 \*Naming of a Laboratory in the H.J. (Bill) and Reta Haynes Engineering Building, Texas A&M
- 7.30 \*Naming of an Area Located at the Clayton W. Williams, Jr. Alumni Center, Texas A&M
- 7.31 \*Naming of an Area at the George H.W. Bush Presidential Center, Texas A&M
- 7.32 \*Naming of Athletics Facilities and Related Structures, Texas A&M
- 7.33 \*Naming of a Space in the E.L. Wehner Building, Texas A&M
- 7.34 \*Naming of a Space in the John J. Koldus Building, Texas A&M
- 7.35 \*Naming of Spaces within the Instructional Laboratory and Innovative Learning Building, Texas A&M
- 7.36 \*Naming of the Sea Turtle Rehabilitation Hospital and Educational Outreach Center, Texas A&M
- 7.37 \*Authorization to Establish Two Quasi-Endowments in the System Endowment Fund, Texas A&M

#### Texas A&M University-Central Texas

- 7.38 Approval of a New Doctor of Business Administration (D.B.A.) Degree Program and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Central Texas

#### Texas A&M University-Corpus Christi

- 7.39 Approval of Academic Tenure, August 2025, A&M-Corpus Christi
- 7.40 Approval of a New Doctor of Philosophy Degree Program with a Major in Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Corpus Christi

- 7.41 Approval of a New Associate of Business Administration Degree Program with a Major in General Business and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Corpus Christi
- 7.42 Approval of a New Associate of Arts Degree Program with a Major in Humanities and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Corpus Christi
- 7.43 Approval of a New Associate of Science Degree Program with a Major in Social Sciences and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Corpus Christi
- 7.44 Approval of a New Bachelor of Science Degree Program with a Major in Architecture and a New Bachelor of Architecture Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-Corpus Christi
- 7.45 \*Naming of the Faculty Center Suite 104 in the Faculty Center on the Campus of Texas A&M University-Corpus Christi, A&M-Corpus Christi
- 7.46 \*Naming of Various Facilities and Areas Affiliated with and on the Campus of Texas A&M University-Corpus Christi, A&M-Corpus Christi
- 7.47 Establishment of the Center for Marine Aquaculture, A&M-Corpus Christi  
*Also listed under Texas A&M AgriLife Research*

#### Texas A&M University-Kingsville

- 7.48 Approval of Academic Tenure, August 2025, Texas A&M-Kingsville
- 7.49 \*Authorization to Establish a Quasi-Endowment in the System Endowment Fund Entitled the “Stan Bevers Endowed Fund for Ranch Business Management”, Texas A&M-Kingsville

#### Texas A&M University-San Antonio (No consent agenda items)

#### Texas A&M University-Texarkana

- 7.50 Approval of a New Bachelor of Science Degree Program with a Major in Health Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT
- 7.51 \*Naming of Building and College, TAMUT
- 7.52 \*Naming of an Area, TAMUT
- 7.53 \*Naming of Facility and Academic Entity, TAMUT

West Texas A&M University

- 7.54 Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nursing Practice and Authorization to Request Approval from the Texas Higher Education Coordinating Board, WTAMU

Texas A&M AgriLife Extension Service

- 7.55 Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030, AgriLife Extension

Texas A&M AgriLife Research

- 7.56 Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030, AgriLife Research
- 7.47 Establishment of the Center for Marine Aquaculture, AgriLife Research  
*Also listed under Texas A&M University-Corpus Christi*
- 7.57 \*Naming of Room in the Animal Reproductive Biotechnology Center Located on the RELLIS Campus, AgriLife Research

Texas A&M Engineering Experiment Station

*(No consent agenda items)*

Texas A&M Engineering Extension Service

*(No consent agenda items)*

Texas A&M Forest Service

- 7.58 Confirmation of Appointment and Commissioning of Peace Officer, TFS

Texas A&M Veterinary Medical Diagnostic Laboratory

- 7.59 Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030, TVMDL

Texas A&M Transportation Institute

*(No consent agenda items)*

Texas Division of Emergency Management

*(No consent agenda items)*



A&M System .....	The Texas A&M University System
A&M-Central Texas .....	Texas A&M University-Central Texas
A&M-Corpus Christi .....	Texas A&M University-Corpus Christi
A&M-San Antonio .....	Texas A&M University-San Antonio
A/E.....	Architect/Engineer
AgriLife Extension.....	Texas A&M AgriLife Extension Service
AgriLife Research .....	Texas A&M AgriLife Research
BOR .....	Board of Regents
FP&C.....	Facilities Planning and Construction
ETAMU .....	East Texas A&M University
POR.....	Program of Requirements
PUF .....	Permanent University Fund
PVAMU .....	Prairie View A&M University
RELLIS .....	Respect, Excellence, Leadership, Loyalty, Integrity and Selfless Service
RFS.....	Revenue Financing System
TAMHSC .....	Texas A&M Health Science Center
TAMIU .....	Texas A&M International University
TAMUG.....	Texas A&M University at Galveston
TAMUT .....	Texas A&M University-Texarkana
TAMUV .....	Texas A&M University-Victoria
TAM-FW .....	Texas A&M-Fort Worth
Tarleton.....	Tarleton State University
TEES.....	Texas A&M Engineering Experiment Station
TEEX.....	Texas A&M Engineering Extension Service
Texas A&M at Qatar.....	Texas A&M University at Qatar
Texas A&M.....	Texas A&M University
Texas A&M-Kingsville.....	Texas A&M University-Kingsville
TDEM.....	Texas Division of Emergency Management
TFS.....	Texas A&M Forest Service
THECB.....	Texas Higher Education Coordinating Board
TTI.....	Texas A&M Transportation Institute
TVMDL.....	Texas A&M Veterinary Medical Diagnostic Laboratory
UTIMCO.....	The University of Texas/Texas A&M Investment Management Company
WTAMU.....	West Texas A&M University

**Agenda Item No. 7.1**

**THE TEXAS A&M UNIVERSITY SYSTEM  
Office of the Board of Regents  
August 4, 2025**

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Minutes

I recommend the adoption of the following minute order:

**"The following minutes are approved: May 28, 2025, Workshop Meeting; May 29, 2025, Regular Meeting; May 30, 2025, Workshop Meeting; June 18, 2025, Special Telephonic Meeting; and July 28-29, 2025, Special Meeting**

Respectfully submitted

Vickie Burt Spillers  
Executive Director, Board of Regents

Attachments (5)

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Glenn Hegar, Chancellor  
The Texas A&M University System

**Subject:** Approval of Fiscal Year 2026 Holiday Schedule for Texas A&M University-Victoria

### **Proposed Board Action:**

Approve the 2025-2026 holiday schedule for Texas A&M University-Victoria.

### **Background Information:**

In accordance with Chapter 662, Texas Government Code, state employees will be entitled to observe **15** holidays during the fiscal year ending August 31, 2026. Section [662.011](#) of the Government Code allows institutions of higher education to adjust their schedules within the total number of holidays authorized by law. Pursuant to System Policy [31.04, Holidays](#), the holiday schedule is submitted by the chancellor for approval by the Board of Regents.

The University of Houston-Victoria (UH-V) will become Texas A&M University-Victoria and a member of The Texas A&M University System (System), effective September 1, 2025. The proposed holiday schedule for Texas A&M University-Victoria is the same as UH-V's approved 2025-2026 holiday schedule.

### **A&M System Funding or Other Financial Implications:**

None.

### **Strategic Plan Imperative(s) this Item Addresses:**

This item advances all eight Strategic Imperatives by helping each member attract and retain the best workforce.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**

Office of the Chancellor

July 8, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Fiscal Year 2026 Holiday Schedule for Texas A&M University-Victoria

I recommend adoption of the following minute order:

**“Holidays for the fiscal year ending August 31, 2026, for Texas A&M University-Victoria are as follows:**

<b>Holiday</b>	<b>Number of Days</b>	<b>Dates</b>
<b>Labor Day</b>	<b>1</b>	<b>September 1, 2025</b>
<b>Thanksgiving</b>	<b>2</b>	<b>November 27-28, 2025</b>
<b>Winter Break</b>	<b>8</b>	<b>December 24, 2025-January 2, 2026</b>
<b>Martin Luther King, Jr. Day</b>	<b>1</b>	<b>January 19, 2026</b>
<b>Memorial Day</b>	<b>1</b>	<b>May 25, 2026</b>
<b>Emancipation Day</b>	<b>1</b>	<b>June 19, 2026</b>
<b>Independence Day</b>	<b>1</b>	<b>July 3, 2026</b>

Respectfully submitted,

Glenn Hegar  
Chancellor

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Ray Bonilla  
General Counsel

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Susan Ballabina, Ph.D., Executive Vice Chancellor  
The Texas A&M University System

**Subject:** Confirmation of Appointment and Commissioning of Peace Officers

**Proposed Board Action:**

In accordance with System Policy [34.06, Appointment, Commissioning and Authority of Peace Officers](#), the Board of Regents may confirm the appointment and commissioning of peace officers by the presidents of their respective members of The Texas A&M University System, as shown in the exhibit.

**Background Information:**

Presidents of member universities are authorized by system policy to appoint and commission campus police as peace officers, subject to confirmation by the Board of Regents.

**A&M System Funding or Other Financial Implications:**

None.

**Strategic Plan Imperative(s) this Item Advances:**

5. The A&M System will provide services that respond to the needs of the people of Texas by providing a safe place to learn, work and visit. Peace officers are an imperative part of providing these services to Texans.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
System Office of the Executive Vice Chancellor  
July 14, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Confirmation of Appointment and Commissioning of Peace Officers

I recommend adoption of the following minute order:

***“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.”***

Respectfully submitted,

Susan Ballabina, Ph.D.  
Executive Vice Chancellor

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Mark A Welsh III, President  
Texas A&M University

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Kelly M. Miller, President  
Texas A&M University-Corpus Christi

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Michael E. Fossum, USAFR (Ret.)  
Chief Operating Officer  
Texas A&M University at Galveston

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Mark J. Rudin, President  
East Texas A&M University

The Texas A&M University System  
Appointed and Commissioned Peace Officers

ITEM  
EXHIBIT

<b>University Officer's Name</b>	<b>Title</b>	<b>Hire Date</b>
<b>EAST TEXAS A&amp;M UNIVERSITY</b>		
Roten, Blake L.	Peace Officer	05/05/2025
Tiet, Brandon A.	Peace Officer	05/05/2025
<b>TEXAS A&amp;M UNIVERSITY</b>		
Birtles, Jack P.	Peace Officer	06/13/2025
Cooper, Garrett R.	Peace Officer	06/13/2025
Exley, Andrew D.	Peace Officer	06/13/2025
Ferris, Shawn R.	Peace Officer	06/13/2025
Kuciemba, Joseph C.	Peace Officer	06/13/2025
McKelvey, Shaun C.	Peace Officer	06/13/2025
Moreno, Damian R.	Peace Officer	06/13/2025
Perez, Maricruz L.	Peace Officer	06/13/2025
Rivera, Alfred R.	Peace Officer	06/13/2025
<b>TEXAS A&amp;M UNIVERSITY AT GALVESTON</b>		
Smart, Jeremi D.	Peace Officer	04/01/2024
<b>TEXAS A&amp;M UNIVERSITY-CORPUS CHRISTI</b>		
Galvan, Jr., Richard	Peace Officer	05/28/2025
Sharma, Diksha	Peace Officer	04/22/2025

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
Office of the Vice Chancellor for Academic Affairs  
July 14, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Granting of the Title of Emeritus, August 2025, The Texas A&M University System

In accordance with System Policy [31.08, Emeritus](#), the designation of “Emeritus,” to be added to the rank or position upon retirement of a person, may be granted by the board upon the recommendation of the chancellor.

The chief executive officers of The Texas A&M University System recognize individuals from their respective institutions and agencies, as shown on the attached Emeritus list, who have made outstanding contributions through their dedicated and loyal service.

I recommend adoption of the following minute order:

**“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. 25-04, and grants all rights and privileges of this title.”**

Respectfully submitted,

James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor



**THE TEXAS A&M UNIVERSITY SYSTEM  
CONFIRMATION OF EMERITUS TITLES  
EMERITUS TITLE LIST NO. 25-04**

ITEM  
EXHIBIT

<b>System Member Honoree</b>	<b>Years of Service</b>	<b>Current Rank</b>	<b>Title Conferred</b>	<b>Effective Date</b>
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**EAST TEXAS A&M UNIVERSITY**

Dr. Julie Ballenger	30	Regent Professor	Regent Professor Emeritus of Educational Leadership	Upon Approval by the Board and the Honoree's Retirement
Dr. Chad D. Smith	22	Professor	Professor Emeritus of Art	Upon Approval by the Board and the Honoree's Retirement

**TEXAS A&M UNIVERSITY**

Dr. Christopher A. Bailey	42	Professor	Professor Emeritus of Poultry Science	Upon Approval by the Board and the Honoree's Retirement
<sup>1</sup> Dr. Kenneth P. Bowman	31	Research Professor	Professor Emeritus of Atmospheric Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Olga Muller Cooke	39	Associate Professor	Associate Professor Emerita of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement
<sup>2</sup> Dr. H. Russell Cross	36	Senior Professor	Professor Emeritus of Animal Science	Upon Approval by the Board and the Honoree's Retirement
Dr. Johnathon Robert (Bert) Dodd	19	Clinical Professor	Clinical Professor Emeritus of Small Animal Clinical Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Kim E. Dooley	28	Regents Professor	Regents Professor Emerita of Agricultural Leadership, Education & Communications	Upon Approval by the Board and the Honoree's Retirement

<b>System Member Honoree</b>	<b>Years of Service</b>	<b>Current Rank</b>	<b>Title Conferred</b>	<b>Effective Date</b>
Dr. Delbert M. Gatlin, III	38	Regents Professor	Regents Professor Emeritus of Ecology & Conservation Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Rhonda K. Miller	37	Professor	Professor Emerita of Animal Science	Upon Approval by the Board and the Honoree's Retirement
Dr. Amp W. Miller, III	51	Professor	Professor Emeritus of Comprehensive Dentistry	Upon Approval by the Board and the Honoree's Retirement
Dr. Alan Needleman	10	Professor	<sup>3</sup> University Distinguished Professor Emeritus of Materials Science & Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Mohsen Pourahmadi	17	Professor	Professor Emeritus of Statistics	Upon Approval by the Board and the Honoree's Retirement
Ms. Chareny Rydl	36	Executive Director of Residence Life	Executive Director of Residence Life Emerita	Upon Approval by the Board and the Honoree's Retirement
Dr. Michael A. Schuett	23	Instructional Professor	Instructional Professor Emeritus of Rangeland, Wildlife & Fisheries Management	Upon Approval by the Board and the Honoree's Retirement
Dr. Stephen B. Smith	42	Regents Professor	Regents Professor Emeritus of Animal Science	Upon Approval by the Board and the Honoree's Retirement
Mr. John E. Tyler, Jr.	44	Senior Lecturer	Senior Lecturer Emeritus of Electrical & Computer Engineering	Upon Approval by the Board and the Honoree's Retirement

<b>System Member Honoree</b>	<b>Years of Service</b>	<b>Current Rank</b>	<b>Title Conferred</b>	<b>Effective Date</b>
Dr. David Vaught	28	Professor	Professor Emeritus of History	Upon Approval by the Board and the Honoree's Retirement

<sup>1</sup> Dr. Kenneth P. Bowman served as Associate Professor from 1994 to 1998 and as Professor from 1998 to 2022. Upon retiring from Texas A&M University on August 31, 2022, Dr. Bowman was subsequently rehired as a non-tenure track Research Professor, serving in that role from 2022 to 2025.

<sup>2</sup> Dr. H. Russell Cross served as Professor from 1983 to 1999, retiring from Texas A&M University on February 12, 1999. He was later rehired as a Professor from 2005 to 2022, and subsequently transitioned to a non-tenure track Senior Professor position, serving in that role from 2022 to 2025.

<sup>3</sup> The University Distinguished Professor program began in 2011 and is currently the highest achievement a Texas A&M University faculty member can earn. This honorary title is bestowed in perpetuity, as long as the faculty member remains in good standing. University Distinguished Professors are preeminent authorities in their academic disciplines and their accomplishments are exemplified by outstanding teaching, research, mentoring, and service. From 1984 through 2011, the university promoted select and outstanding faculty members to the rank of Distinguished Professor. The two titles are not interchangeable but represent different programs to honor faculty for their sustained positive impact on campus, their academic specialties and the world.

<b>System Member Honoree</b>	<b>Years of Service</b>	<b>Current Rank</b>	<b>Title Conferred</b>	<b>Effective Date</b>
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#### **TEXAS A&M UNIVERSITY-KINGSVILLE**

Mr. Martin Brittain	25	Assistant Provost	Assistant Provost Emeritus	Upon Approval by the Board and the Honoree's Retirement
Dr. Rajab Challoo	36	Professor	Professor Emeritus of Electrical Engineering & Computer Science	Upon Approval by the Board and the Honoree's Retirement
Dr. Michael F. Desiderio	19	Professor	Professor Emeritus of Teacher & Bilingual Education	Upon Approval by the Board and the Honoree's Retirement
Dr. J. Don Jones Jr.	24	Professor	Professor Emeritus of Educational Leadership & Counseling	Upon Approval by the Board and the Honoree's Retirement

<b>System Member Honoree</b>	<b>Years of Service</b>	<b>Current Rank</b>	<b>Title Conferred</b>	<b>Effective Date</b>
Dr. William P. Kuvlesky Jr.	25	Associate Dean and Professor	Associate Dean and Professor Emeritus of Rangeland & Wildlife Science	Upon Approval by the Board/Awarded Posthumously
Dr. Brenda Melendy	24	Professor	Professor Emerita of History, Political Science, & Philosophy	Upon Approval by the Board and the Honoree's Retirement
Dr. J. Alfonso Ortega- Santos	22	Professor	Professor Emeritus of Rangeland & Wildlife Science	Upon Approval by the Board and the Honoree's Retirement

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Maria L. Robinson, Chief Investment Officer and Treasurer  
The Texas A&M University System

**Subject:** Approval of List of Authorized Signers for Revolving Fund Bank Accounts  
for System Members

### **Proposed Board Action:**

Approve the revised list of authorized signers for revolving fund bank accounts for members of The Texas A&M University System, as required by the General Appropriations Act, Article III, Section 6.3, 89<sup>th</sup> Legislature, Regular Session.

### **Background Information:**

This agenda item has been compiled from information submitted by the system members which reflects the maximum revolving amounts, the depository bank and the personnel authorized to approve disbursements from these accounts. These accounts are used to facilitate the payment of nominal expenses, debt service and payrolls, as well as to pay bills within cash discount periods. Funds disbursed from the revolving fund bank accounts in the United States are reimbursed from respective appropriations by the State Comptroller, and deposits are covered by appropriate and sufficient surety bonds or securities. Accounts with Commercial Bank in Qatar follow the rules set forth in Chapter 51.003(f) of the Texas Education Code.

### **A&M System Funding or Other Financial Implications:**

Not applicable.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperative 6, which provides that “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.” More specifically, this request is in compliance with the requirements of the General Appropriations Act.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
Office of the Chief Investment Officer and Treasurer  
July 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of List of Authorized Signers for Revolving Fund Bank Accounts for  
System Members

I recommend adoption of the following minute order:

**“Under the authority of the General Appropriations Act, and effective September 1, 2025, the employees of The Texas A&M University System members named below, and their successors in office, are hereby authorized to sign checks and approve electronic payments, such as ACH and wire transfers, 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 (TAMUS)**  
**Revolving Fund portion not to exceed \$175,000,000 (Operating and Debt Service)**  
**Ryan C. Griffin, Vice Chancellor and Chief Financial Officer**  
**Maria L. Robinson, Chief Investment Officer and Treasurer**  
**Michelle Engelke, Director, Finance**  
**Susan Cranfill, Financial Analyst II**  
**Nancy Johnson, Financial Analyst II**  
**Griselda Pequeno, Financial Analyst II**  
**All TAMU Signers listed below**
  
  2. **TEXAS A&M UNIVERSITY (TAMU)**  
**Revolving Fund portion not to exceed \$50,000,000**  
**John Crawford, Vice President for Finance and CFO**  
**John McCall, Associate Vice President for Finance and Controller**  
**Clint Merritt, Executive Director, Financial Management Operations**  
**Bryan Townsend, Executive Director, University Accounting Services**  
**Courtney Cammack, Director, University Accounting Services**  
**Linda Kettler, Director, Financial Management Operations**  
**Cynthia Flemings, Director of Tax Compliance and Reporting**
- TEXAS A&M UNIVERSITY HEALTH SCIENCE CENTER (HSC)**  
**Revolving Fund portion not to exceed \$15,000,000**  
**All TAMU Signers listed above**

**TEXAS A&M SYSTEM – SHARED SERVICES CENTER (SSC)**

**No Revolving Funds**

**All TAMU Signers listed above**

**TEXAS A&M UNIVERSITY AT GALVESTON (TAMUG)**

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

**All TAMU Signers listed above**

**Susan Hernandez Lee, Associate Vice President for Finance and Compliance Officer**

**Vanessa Garza, Director, Campus Budgets**

**TEXAS A&M UNIVERSITY AT QATAR (TAMU at Qatar)**

**Source of Funds – Qatar Foundation**

**Depository Bank – Commercial Bank-Qatar**

**John Crawford, Vice President for Finance and CFO, TAMU**

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

**Clint Merritt, Executive Director, Financial Management Operations, TAMU**

**Joseph P. Pettibon II, Senior Vice President for Strategy and Business Services, TAMU**

**Bryan Townsend, Executive Director, University Accounting Services, TAMU**

**Linda Kettler, Director, Financial Management Operations, TAMU**

**Courtney Cammack, Director, University Accounting Services, TAMU**

**Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU**

**Cesar O. Malave, Dean and COO**

**Rosalie Nickles, Assistant Dean for Finance, Compliance and Administrative Procedure**

**Patrick Linke, Senior Associate Dean for Research and Graduate Studies**

**Vacant, Executive Associate Dean for Academic Affairs**

**Katina Anderson, Director, Business Operations**

**3. TARLETON STATE UNIVERSITY (TSU)**

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

**Brett Powell, Executive Vice President for Finance & Administration and CFO**

**Lee Banda Assistant VP for Finance & Administration and Assistant CFO**

**Chris Smith, Executive Director, Financial Operations**

**Maycee Kelley, Assistant Director, Accounting Services**

**Melissa Elliott, Director, Student Account Services**

**Jo Anna Ince, Financial Analyst III**

**Sheila Hawkins, Financial Analyst III**

**Christina Dunagan, Business Manager**

**Chrissy Pack-Dowell, Financial Accountant III**

**Christi Pfau, Accounts Payable Manager**

**Debra Herrin, Contracts and Grants, Administrator**

**Vicki Carr, Financial Accountant II**

4. **PRAIRIE VIEW A&M UNIVERSITY (PVAMU)**  
Revolving Fund portion not to exceed \$7,000,000  
Daarel Burnette (Interim), Senior Vice President for Business Affairs and CFO  
Dianne Evans, Assistant Vice President for Financial Management Services  
Cozette Turner, Director, Accounting Services  
Adrian Sadler, Director, Budget  
Equilla Jackson, Director, Treasury Services  
Stephanie Redd, Assistant Director, Treasury Services  
Stephanie Daniels, Financial Accountant II  
JosaLynn Pritchard, Financial Accountant I
5. **TEXAS A&M AGRILIFE RESEARCH (ALRSCH)**  
Revolving Fund portion not to exceed \$4,000,000  
G. Cliff Lamb, Director  
Vic S. Seidel, Executive Associate Vice Chancellor and COO  
Debra Cummings, Assistant Agency Director and CFO  
Donna Alexander, Assistant Agency Director and CFO, ALEXT  
Loree Lewis, Executive Director, Contracts and Administration  
Kim Payne, Financial Manager  
Paul Shaffer, Financial Manager, ALEXT  
Tammy Bage, Financial Accountant  
Ashli Woodard, Financial Accountant, ALEXT
6. **TEXAS A&M AGRILIFE EXTENSION SERVICE (ALEXT)**  
Revolving Fund portion not to exceed \$4,000,000  
Rick Avery, Director  
Vic S. Seidel, Executive Associate Vice Chancellor and COO  
Donna Alexander, Assistant Agency Director and CFO  
Debra Cummings, Assistant Agency Director and CFO, ALRSCH  
Loree Lewis, Executive Director, Contracts and Administration, ALRSCH  
Kim Payne, Financial Manager, ALRSCH  
Paul Shaffer, Financial Manager  
Tammy Bage, Financial Accountant, ALRSCH  
Ashli Woodward, Financial Accountant
7. **TEXAS A&M ENGINEERING EXPERIMENT STATION (TEES)**  
Revolving Fund portion not to exceed \$3,000,000  
Robert Bishop, Vice Chancellor and Dean  
Joseph N. Dunn, Executive Associate Vice Chancellor and COO  
Jane Zhou, Assistant Vice Chancellor and CFO  
Karen Gregory, Assistant Controller  
Griselda Vazquez, Assistant Director  
Jiying Yu, Associate Director  
Nathan White, Financial Accountant II



**TEXAS A&M ENGINEERING EXPERIMENT STATION AT QATAR**  
**(TEES at Qatar)**

**Source of Funds – Qatar Foundation**

**Depository Bank – Commercial Bank-Qatar**

**Joseph N. Dunn, Executive Associate Vice Chancellor and COO, TEES**

**Jane Zhou, Assistant Vice Chancellor and CFO, TEES**

**Cesar O. Malave, Dean and COO, TAMU at Qatar**

**8. TEXAS A&M ENGINEERING EXTENSION SERVICE (TEEX)**

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

**Tracy Foster, Agency Deputy Director and CFO and CRO**

**Brian Stipe, Assistant CFO**

**Deepak Tyagi, Controller**

**Patti Buckhaults, Assistant Director of Accounting**

**Jasmina Lewallen, Financial Manager**

**Lynn Krueger, Financial Manager**

**9. TEXAS A&M FOREST SERVICE (TFS)**

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

**Travis Zamzow, Associate Agency Director for Finance**

**Andrew Startz, Budgets and Accounting Department Head**

**Natasha Wolf, Financial Management Supervisor**

**Katie Fulton, Policy and Review Coordinator III**

**10. TEXAS A&M TRANSPORTATION INSTITUTE (TTI)**

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

**Rodney Horrell, Senior Assistant Agency Director and COO and CFO**

**Tyler K. Theobald, Assistant CFO**

**Stephanie Barnett, Director, Accounting**

**Weining Yang, Controller**

**Randi McClure, Supervisor, Accounting**

**Michelle L. Young, Financial Accountant IV**

**11. TEXAS A&M UNIVERSITY-CORPUS CHRISTI (TAMUCC)**

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

**Kelly Miller, President**

**Andy Rogers, Vice President for Finance & Administration**

**Yolanda Castorena, Associate Vice President for Finance and Controller**

**Allison Lewis, Assistant Vice President and Chief Budget Officer**

**Will Hobart, Director, Procurement & Disbursements and HUB Coordinator**

**Cassie Eyring, Assistant Controller**

**Eliza Garcia, Accounting Manager**

**Christy Robertson, Financial Accountant III**

**Penni Nolan, Accounting Assistant III**

**Kaylee Olivarez, Financial Accountant III**

**12. TEXAS A&M INTERNATIONAL UNIVERSITY (TAMIU)**

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

**Juan J. Castillo Jr. (Interim), President**

**Federico Juarez III, Vice President for Finance & Administration**

**Elena Martinez, Comptroller**

**Maria Elena Hernandez, Assistant Comptroller**

**Melisa Rangel, Associate Controller**

**Patricia Ornelas, Associate Controller**

**13. TEXAS A&M UNIVERSITY-KINGSVILLE (TAMUK)**

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

**Robert H. Vela Jr., President**

**Jacob Flournoy, Vice President for Finance and CFO**

**Joanne Castro, Associate Vice President for Financial Services**

**Samantha Padilla, Controller**

**Vilma Castillo, Director, Accounting Services**

**Yvonne Vela, Associate Director, Accounts Payable and Travel**

**Robyn Wallace, Financial Analyst III**

**14. TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY (TVMDL)**

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

**Amy Swinford, Agency Director**

**Matthew Durham, Assistant Agency Director and CFO**

**Vic S. Seidel, Executive Associate Vice Chancellor and COO**

**Debra Cummings, Assistant Agency Director and CFO, ALRSCH**

**Donna Alexander, Assistant Agency Director and CFO, ALEXT**

**Loree Lewis, Executive Director, Contracts and Administration, ALRSCH**

**Kim Payne, Financial Manager, ALRSCH**

**Paul Shaffer, Financial Manager, ALEXT**

**Tammy Bage, Financial Accountant, ALRSCH**

**Ashli Woodard, Financial Accountant, ALEXT**

**15. WEST TEXAS A&M UNIVERSITY (WTAMU)**

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

**Randy Rikel, Vice President for Business and Finance**

**Todd McNeill, Associate Vice President and Controller**

**Lauren Cazarez, Director, Finance**

**Vacant, Associate Director, Budgets**

**Amanda Ryder, Bursar**

**John Bassett, Assistant Bursar**

**16. EAST TEXAS A&M UNIVERSITY (ETAMU)**

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

**Mark Rudin, President and Chief Executive Officer**

**Tina Livingston, Vice President for Finance & Administration**

**Sarah Baker, Associate Vice President for Finance & Administration and Controller**

**Toni Burton, Assistant Controller**

**Arlana Martin, Budget Director**

**Belinda Benson, Senior Budget Manager**

**Rocio (Rose) Moreno, State Accounting Manager**

**Tanya Pearson, Budget Manager**

**Vacant, Reconciliation Manager**

**Kim Jefferies, Gifts Processing Manager**

**Christine Newell, Financial Accountant III**

**Alice Norwood, Accounting Assistant III**

**Bailey Conley, Accounting Assistant II**

**Sierra Harris, Accounting Assistant II**

**Kelly Ramey, Budget Analyst II**

**17. TEXAS A&M UNIVERSITY-TEXARKANA (TAMUT)**

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

**Ross Alexander, President**

**Jeff Hinton, Executive Vice President for Finance & Administration and CFO**

**Rhonda Jones, Assistant Vice President and Controller**

**Russell Ryan, Assistant Controller**

**Geoffrey Krieghoff, Financial Accountant III**

**K'Leeh Holt, Financial Accountant II**

**Vacant, Financial Accountant I**

**18. TEXAS A&M UNIVERSITY-CENTRAL TEXAS (TAMUCT)**

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

**Richard Rhodes, President**

**Todd Lutz, Vice President for Finance & Administration and CFO**

**Danielle Clouden, Assistant Vice President for Business Affairs and Controller**

**Vanessa Santos, Assistant Director, Financial Management Services**

**Susan Bowden, Controller Emerita**

**19. TEXAS A&M UNIVERSITY-SAN ANTONIO (TAMUSA)**

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

**Salvador Hector Ochoa, President**

**Marla Martinez, Vice President for Business Affairs and CFO**

**Juan Ortiz, Controller**

**Elias Sanchez, Associate Controller and Director of Accounting Services**

**Saundra Johnson, Bursar**

**Betty Ponce, Assistant Director, Accounts Payable**

**20. TEXAS DIVISION OF EMERGENCY MANAGEMENT (TDEM)**

**Revolving Fund portion not to exceed \$30,000,000**

**John Crawford, Vice President for Finance and CFO, TAMU**

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

**Clint Merritt, Executive Director, Financial Management Operations, TAMU**

**Bryan Townsend, Executive Director, University Accounting Services, TAMU**

**Courtney Cammack, Director, University Accounting Services, TAMU**

**Linda Kettler, Director, Financial Management Operations, TAMU**

**Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU**

**21. TEXAS A&M UNIVERSITY - VICTORIA (TAMUV)**

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

**John Crawford, Vice President for Finance and CFO, TAMU**

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

**Clint Merritt, Executive Director, Financial Management Operations, TAMU**

**Bryan Townsend, Executive Director, University Accounting Services, TAMU**

**Courtney Cammack, Director, University Accounting Services, TAMU**

**Linda Kettler, Director, Financial Management Operations, TAMU**

**Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU**

**Beverly Shuford, Vice President for Finance and Administration**

**Vacant, Senior Director, Finance**

**June Nelson, Manager, Financial Reporting**

**Carmen Cancel, Manager, General Accounting**

**Lois Lemke, Bursar**

**Stephanie Machieck, Budget Director”**

Respectfully submitted,

Maria L. Robinson  
Chief Investment Officer and  
Treasurer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Ryan C. Griffin  
Vice Chancellor and  
Chief Financial Officer

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Joe Elabd, Ph.D., Vice Chancellor for Research  
The Texas A&M University System

**Subject:** Approval of Revisions to System Policy *15.05, System Research Security Office*

**Proposed Board Action:**

Approve revisions to System Policy *15.05, System Research Security Office*.

**Background Information:**

This policy was reviewed to determine if revisions or updates are needed as part of the five-year review cycle provided for in Section 3.2 of System Policy 01.01. Minor, non-substantive changes are recommended to clarify certain language in Section 1.1 as indicated on the exhibit.

**A&M System Funding or Other Financial Implications:**

None.

**Strategic Plan Imperative(s) this Item Advances:**

The board's adoption, maintenance and revision of system policies advances all eight Strategic Plan Imperatives by providing policy direction to the member institutions and agencies.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**

Office of the Vice Chancellor for Research

June 25, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Revisions to System Policy *15.05, System Research Security Office*

I recommend adoption of the following minute order:

**“The revisions to System Policy *15.05, System Research Security Office*,  
as shown in the attached exhibit, are approved, effective immediately.”**

Respectfully submitted,

Joe Elabd, Ph.D.  
Vice Chancellor for Research

**Approval Recommended:**

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Glenn Hegar  
Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

## 15.05 System Research Security Office

Revised August 28, 2025 (MO -2025)

Revised February 9, 2023 (MO 020-2023)

Next Scheduled Review: ~~February 9, 2028~~August 28, 2030

Click to view [Revision History](#).



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### Policy Summary

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The Board of Regents (board) of The Texas A&M University System (system) is committed to the highest standards of integrity and compliance in ensuring the security of its member's research portfolios. This policy establishes the framework for (a) designating the system Research Security Office (RSO) as the responsible office for classified information, controlled unclassified information, management of the system's secure computing enclave, foreign influence reporting, and export control program management, (b) achieving the highest level of compliance with applicable ethical, legal, regulatory, contractual and system standards and requirements in securing research portfolios, (c) promoting an organizational culture of compliance in meeting federal requirements to maintain federal funding, and (d) assisting members in related compliance operations.

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### Policy

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#### 1. SYSTEM RESEARCH SECURITY OFFICE

The vice chancellor for research appoints a chief research security officer (CRSO) who, through the Office of Research, has access to the chancellor and administers the functions of the RSO, including research security policies, procedures, and technology to enable members to comply with federal guidelines for handling all levels of U.S. government information. The RSO works closely with the System Office of General Counsel (OGC), the System Office of Information Technology (OIT), and the System Ethics and Compliance Office (SECO), as needed.

1.1 Specifically, the RSO serves as the responsible office for:

- (a) Classified information programs.
- (b) Controlled unclassified information in research programs.
- (c) Management of the system's secure computing enclave.
- (d) Foreign influence reporting programs.
- (e) Export control program management.
- (f) Coordination of National Security Presidential Memorandum (NSPM) 33 requirements.

1.2 In support of these programs and to promote a culture of compliance, the RSO undertakes the following activities:

- (a) Develop, implement, and monitor a systemwide research security compliance program (For this policy, a systemwide research security compliance program refers to the administration of the classified, controlled unclassified, secure computing enclave, and foreign influence reporting programs; administrative oversight of export control program management designed to ensure each member develops, implements, and maintains an appropriate export control program; and to facilitate export control compliance programs within and between members.).
- (b) Advise and assist members in related compliance activities, including but not limited to developing related best practices.
- (c) Provide educational opportunities for members, such as the system export control affinity group.
- (d) Coordinate with member-empowered officials before their contact with federal regulatory agencies when instances of related known or suspected non-compliance occur.
- (e) Collaborate with members to develop appropriate related risk mitigation strategies.

1.3 —Additionally, the RSO serves as the system’s federal interface regarding the following operational procedures:

- (a) The system facility security officer and the insider threat program senior official as required by the *National Industrial Security Program Operating Manual*.
- (b) The focal point for communications with the federal intelligence and enforcement communities.
- (c) Point of contact for ensuring compliance with all aspects of the U.S. Department of Defense Cyber Maturity Model Certification.
- (d) Point of contact for ensuring compliance with all aspects of NSPM-33, including, but not limited to, required certifications and research security program implementation.
- (e) Point of contact for communicating with federal agencies regarding counterintelligence issues.

## 2. SHARED SERVICES

2.1 As a shared service entity, members work closely with the RSO in exercising the office’s available resources (subject matter expertise, equipment, training, etc.).

2.2 —The RSO advises and assists members through outreach networks established with member stakeholders.

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## Related Statutes, Policies, or Requirements



[System Policy 15.02, Export Controls Program Management](#)

[System Regulation 15.05.01, Classified Information Management](#)

[System Regulation 15.05.02, Controlled Unclassified Information Management](#)

[System Regulation 15.05.04, High Risk Global Engagements and High Risk International Collaborations](#)

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## **Member Rule Requirements**

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A rule is not required to supplement this policy.

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## **Contact Office**

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Research Security  
(979) 862-1965

## 15.05 System Research Security Office

Revised [August 28, 2025](#) (MO -2025)  
 Next Scheduled Review: August 28, 2030  
 Click to view [Revision History](#).




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### Policy Summary

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The Board of Regents (board) of The Texas A&M University System (system) is committed to the highest standards of integrity and compliance in ensuring the security of its members' research portfolios. This policy establishes the framework for (a) designating the system Research Security Office (RSO) as the responsible office for classified information, controlled unclassified information, management of the system's secure computing enclave, foreign influence reporting, and export control program management, (b) achieving the highest level of compliance with applicable ethical, legal, regulatory, contractual and system standards and requirements in securing research portfolios, (c) promoting an organizational culture of compliance in meeting federal requirements to maintain federal funding, and (d) assisting members in related compliance operations.

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### Policy

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#### 1. SYSTEM RESEARCH SECURITY OFFICE

The vice chancellor for research appoints a chief research security officer (CRSO) who, through the Office of Research, has access to the chancellor and administers the functions of the RSO, including research security policies, procedures, and technology to enable members to comply with federal guidelines for handling all levels of U.S. government information. The RSO works closely with the System Office of General Counsel (OGC), the System Office of Information Technology (OIT), and the System Ethics and Compliance Office (SECO), as needed.

##### 1.1 Specifically, the RSO serves as the responsible office for:

- (a) Classified information programs.
- (b) Controlled unclassified information in research.
- (c) Management of the system's secure computing enclave.
- (d) Foreign influence reporting programs.
- (e) Export control program management.
- (f) Coordination of National Security Presidential Memorandum (NSPM) 33 requirements.

- 1.2 In support of these programs and to promote a culture of compliance, the RSO undertakes the following activities:
- (a) Develop, implement, and monitor a systemwide research security compliance program (For this policy, a systemwide research security compliance program refers to the administration of the classified, controlled unclassified, secure computing enclave, and foreign influence reporting programs; administrative oversight of export control program management designed to ensure each member develops, implements, and maintains an appropriate export control program; and to facilitate export control compliance programs within and between members.).
  - (b) Advise and assist members in related compliance activities, including but not limited to developing related best practices.
  - (c) Provide educational opportunities for members, such as the system export control affinity group.
  - (d) Coordinate with member-empowered officials before their contact with federal regulatory agencies when instances of related known or suspected non-compliance occur.
  - (e) Collaborate with members to develop appropriate related risk mitigation strategies.
- 1.3 Additionally, the RSO serves as the system's federal interface regarding the following operational procedures:
- (a) The system facility security officer and the insider threat program senior official as required by the *National Industrial Security Program Operating Manual*.
  - (b) The focal point for communications with the federal intelligence and enforcement communities.
  - (c) Point of contact for ensuring compliance with all aspects of the U.S. Department of Defense Cyber Maturity Model Certification.
  - (d) Point of contact for ensuring compliance with all aspects of NSPM-33, including, but not limited to, required certifications and research security program implementation.
  - (e) Point of contact for communicating with federal agencies regarding counterintelligence issues.

## 2. SHARED SERVICES

- 2.1 As a shared service entity, members work closely with the RSO in exercising the office's available resources (subject matter expertise, equipment, training, etc.).
- 2.2 The RSO advises and assists members through outreach networks established with member stakeholders.

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## **Related Statutes, Policies, or Requirements**

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[System Policy 15.02, Export Control Program Management](#)

[System Regulation 15.05.01, Classified Information Management](#)

[System Regulation 15.05.02, Controlled Unclassified Information Management](#)

[System Regulation 15.05.04, High Risk Global Engagements and High Risk International Collaborations](#)

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## **Member Rule Requirements**

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A rule is not required to supplement this policy.

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## **Contact Office**

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Research Security  
(979) 862-1965

Agenda Item No.

**TEXAS A&M UNIVERSITY-VICTORIA**

Office of the President

July 8, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Texas A&M University-Victoria

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01, *Academic Freedom, Responsibility and Tenure*, passage of Senate Bill 2361, 89<sup>th</sup> Texas Legislature, Regular Session, and the executed Memorandum of Understanding between the University of Houston System, the University of Houston-Victoria, and The Texas A&M University System, hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Victoria as set forth in the exhibit, Tenure List No. 25-04, effective September 2, 2025.”**

Respectfully submitted,

Robert Glenn  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**TEXAS A&M UNIVERSITY-VICTORIA**  
**BACKGROUND OF FACULTY**  
**RECOMMENDED FOR ACADEMIC TENURE**  
**TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF BUSINESS**

<b>Name</b>	<b>Present Rank (As of 9/1/2025)<sup>1</sup></b>	<b>Tenure Effective Date</b>	<b>Academic Discipline</b>	<b>Years of FT Faculty Service at UHV</b>
Vera Adamchik	Associate Professor	9/1/2007	Economics/Statistics  <b>NOTE:</b> Employment/Tenure to be terminated 8/1/2026, per UHS Board action May 2025	24
Alexandre Aidov	Professor	9/1/2019	Finance/Business Analytics	12
Olga Chapa	Professor	9/1/2015	Management	16
Chien-Ping Chen	Professor	9/1/2009	Economics/ Business Analytics	24
Wei-Chih (Danny) Chiang	Professor	9/1/2016	Accounting	15
Xiaobo Dong	Associate Professor	9/1/2017	Accounting	14
Jianjun Du	Professor	9/1/2007	Accounting/Finance	24
Xavier Garza-Gomez	Professor	9/1/2008	Finance	23
Massomeh Hajilee	Professor	9/1/2016	Economics/Business Analytics	15
Shengsheng Huang	Associate Professor	9/1/2017	Strategy	14
John Kagochi	Professor	9/1/2015	Economic Development/ Economics	17
Tong Kang	Associate Professor	9/1/2025	Strategy	6
Yingxu Kuang	Professor	9/1/2017	Accounting	14
Kaveh McAdam	Professor	9/1/2019	Strategy/Entrepreneurship	12
Massoud Metghalchi	Professor	9/1/1991	Finance	34
Yixi Ning	Professor	9/1/2010	Finance	21
Farhang Niroomand	Professor	9/1/2009	Economics/ International Business	16
Emmanuel Quansah	Associate Professor	9/1/2025	Management/Leadership	6
Ronald Salazar	Professor	9/1/2011	Strategy	22
Sami Swaid	Professor	9/1/2007	Marketing	22
Jifu Wang	Professor	9/1/2007	Strategy	24
Jie Yang	Professor	9/1/2009	Operations & Supply Chain Management	16
Jun Yang	Professor	9/1/2014	Marketing	16
Ziyun (Calvin) Yang	Professor	9/1/2018	Accounting	13
Feirong Yuan	Associate Professor	9/1/2024	Human Resources Management	5

<sup>1</sup> Includes promotions approved by UHS Board action May 2025.

## COLLEGE OF EDUCATION AND HEALTH PROFESSIONS

<b>Name</b>	<b>Present Rank (As of 9/1/2025)</b>	<b>Tenure Effective Date</b>	<b>Academic Discipline</b>	<b>Years of FT Faculty Service at UHV</b>
Katherine Bacon	Professor	9/1/2019	Counseling	13
Moirra Baldwin	Associate Professor	9/1/2020	Curriculum & Instruction/ Science	11
Willie Black, Jr.	Associate Professor	9/1/2023	Kinesiology	8
Janelle Bouknight	Associate Professor	9/1/2021	Education	10
Paul Carlson	Professor	9/1/1972	Curriculum & Instruction	53
Amy Guillot	Professor	9/1/2013	Curriculum & Instruction/ Reading	18
Carol Klages	Professor	9/1/2007	Curriculum & Instruction/ Social Studies	24
Mary Lasater	Professor	9/1/2019	Curriculum & Instruction	13
Chang Woock Lee	Associate Professor	9/1/2022	Kinesiology	9
Teresa Le Sage Clements	Professor	9/1/2013	Curriculum & Instruction/ Science	20
Hsin-Hui Lin	Professor	9/1/2010	Curriculum & Instruction	22
Louis Lloyd-Zannini	Professor	9/1/	Educational Leadership & Supervision	11
Rachel Martinez	Professor	9/1/2014	Special Education	17
Sneha Nayar- Bhalerao	Associate Professor	9/1/2025	Counseling	6
Joann Olson	Professor	9/1/2017	Adult and Higher Education	13
Barbara Patton	Professor	9/1/2009	Curriculum & Instruction/ Mathematics	37
Wayne Smith	Associate Professor	9/1/2020	Counseling	10
Raymond Tucker	Associate Professor	9/1/2020	Kinesiology	10
Shahrzad Vafa	Associate Professor	9/1/2020	Educational/Instructional Media Design	11
Liping Wei	Associate Professor	9/1/2020	Bilingual, Multilingual & Multicultural Education	12
Michael Wiblishauser	Associate Professor	9/1/2023	Health Studies/Public Health	9
Andria Young	Professor	9/1/2005	Special Education & Teaching	27
John Keith Akins	Associate Professor	9/1/2016	Criminal Justice	17
Andrew Baerg	Professor	9/1/2012	Communication	19
Justin Bell	Professor	9/1/2017	Philosophy	14
Armando Chavez- Rivera	Professor	9/1/2017	Spanish	14
Esther Cuenca	Associate Professor	9/1/2025	History	6
Jeffrey Di Leo	Professor	9/1/2007	English, Philosophy	23

**COLLEGE OF LIBERAL ARTS AND SOCIAL SCIENCES**

<b>Name</b>	<b>Present Rank (As of 9/1/2025)</b>	<b>Tenure Effective Date</b>	<b>Academic Discipline</b>	<b>Years of FT Faculty Service at UHV</b>
Nicole Eugene	Associate Professor	9/1/2024	Communication & Media Services	8
Craig Goodman	Associate Professor	9/1/2018	Political Science & Government	13
Rebecca Heron	Associate Professor	9/1/2025	Psychology	6
Saidat Ilo	Associate Professor	9/1/2022	Political Science & Government	9
Anthony Madrid	Associate Professor	9/1/2024	Humanities	9
Karen Parsonson	Associate Professor	9/1/2021	Psychology	10
Catherine Perz	Professor	9/1/2003	Psychology	30
Nadya Pittendrigh	Associate Professor	9/1/2022	English	9
Saba Razvi	Associate Professor	9/1/2020	English	12
Kyle Schlesinger	Professor	9/1/2014	Publishing  <b>NOTE:</b> Employment/Tenure to be terminated 8/1/2026, per UHS Board action May 2025	16
Brooks Sterritt	Associate Professor	9/1/2025	English	6
Sandy Venneman	Professor	9/1/2005	Psychology, Biology	26
Mark Ward	Professor	9/1/2016	Communication	15
Sara Zedaker	Associate Professor	9/1/2023	Criminal Justice	8

**COLLEGE OF NATURAL AND APPLIED SCIENCE**

<b>Name</b>	<b>Present Rank (As of 9/1/2025)</b>	<b>Tenure Effective Date</b>	<b>Academic Discipline</b>	<b>Years of FT Faculty Service at UHV</b>
Ali Dogan	Associate Professor	9/1/2022	Mathematics	9
Hashimul Ehsan	Associate Professor	9/1/2022	Biology	14
Hardik Gohel	Associate Professor	9/1/2024	Computer Science	6
Hongyu Guo	Professor	9/1/2015	Computer Science	14
Humberto Hernandez	Associate Professor	9/1/2025	Biology	6
Junda (Jerry) Hu	Associate Professor	9/1/2022	Mathematics	17
Amjad Nusayr	Associate Professor	9/1/2022	Computer Science	14
Jang Woo Park	Associate Professor	9/1/2021	Mathematics	14
Dmitri Sobolev	Professor	9/1/2015	Biology	16
Ricardo Teixeira	Professor	9/1/2019	Mathematics	15
Yun Wan	Professor	9/1/2010	Computer Science	21
Daniel White	Associate Professor	9/1/2022	Biology	10
Qi Zhu	Professor	9/1/2010	Computer Science	21



Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Robert K. Glenn, President  
Texas A&M University-Victoria

**Subject:** Approval of Amended Mission Statement and Authorization to Provide Notification to the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the amended mission statement for Texas A&M University-Victoria and authorize notification of the amendment to the Texas Higher Education Coordinating Board, effective September 1, 2025.

### **Background Information:**

As provided by 19 Texas Administrative Code, §5.24 Submission of Mission Statements and Planning Notification and The Texas A&M University System (A&M System) Policy *03.02, Academic Mission Statements and Program Inventory*, the Board of Regents approves changes to an institution's mission statement. This change in mission statement is necessitated by the change in governance of the (former) University of Houston-Victoria to The Texas A&M University System.

### **A&M System Funding or Other Financial Implications:**

There are no funding implications for this request.

### **Strategic Plan Imperative(s) this Item Advances:**

Strategically this will align Texas A&M University-Victoria following the change in governance. We anticipate that there will be a more comprehensive change in mission statement after a new president is appointed.

Strategic Plan Imperative #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.

Strategic Plan Imperative #3: Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.

Agenda Item No.

**TEXAS A&M UNIVERSITY-VICTORIA**

Office of the President

May 28, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Amended Mission Statement and Authorization to Provide Notification to  
the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System approves the amended mission statement for Texas A&M University-Victoria as shown in the attached exhibit, effective September 1, 2025. The Board also authorizes notification of Texas A&M University-Victoria’s amended mission statement to the Texas Higher Education Coordinating Board.”**

Respectfully submitted,

Robert K. Glenn  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

Texas A&M University-Victoria  
**Amended Mission Statement**

**(REVISED – WITHOUT ANNOTATIONS)**

**MISSION STATEMENT**

Texas A&M University-Victoria (TAMUV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. TAMUV promotes economic development and advances quality of life through teaching, research, and service excellence.

**Amended Mission Statement  
(REVISED - ANNOTATED)**

~~Texas A&M University-Victoria (TAMUV)~~~~The University of Houston-Victoria (UHV)~~, a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. ~~TAMUV-University of Houston-Victoria~~ promotes economic development and advances quality of life through teaching, research, and service excellence.

**EXISTING MISSION STATEMENT**

**INSTITUTION:** Texas A&M University-Victoria (University of Houston-Victoria)

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. University of Houston-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence.

Agenda Item No.

**EAST TEXAS A&M UNIVERSITY**

Office of the President

June 17, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
East Texas A&M University

I recommend adoption of the following minute order:

**“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 East Texas A&M University as set forth in the exhibit, Tenure List No. 25-04.”**

Respectfully submitted,

Mark J. Rudin  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**EAST TEXAS A&M UNIVERSITY  
BACKGROUND OF FACULTY  
RECOMMENDED FOR ACADEMIC TENURE  
TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF HUMANITIES, SOCIAL SCIENCES AND ARTS**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Debbie Lelekis	Professor Literature & Languages	0	13	09/01/2025
Ph.D. (2012)	University of Missouri			
Fa 2012 – Sp 2018 Fa 2018 – Sp 2022 Fa 2022 – Sp 2025 Fa 2025	Florida Institute of Technology Florida Institute of Technology Texas A&M International University East Texas A&M University	Assistant Professor Associate Professor (2022) Associate Professor Professor		

Dr. Lelekis is an accomplished scholar of nineteenth- and early-twentieth-century American literature and a proven academic administrator. She is the author, co-editor, or contributor of three books and several journal articles. Her scholarship is the foundation of the wide range of literature, film, and professional writing courses she has taught at Texas A&M International University and Florida Institute of Technology. Dr. Lelekis came to Texas A&M International University in 2022 as a department chair and most recently served as Interim Associate Dean of the College of Arts and Sciences. Upon arrival at East Texas A&M University, Dr. Lelekis will serve as the Associate Dean for the College of Humanities, Social Sciences and Arts. Prior to joining the A&M System, she spent a decade at Florida Institute of Technology, earning promotion and tenure to Associate Professor and program chair. As a leader, she has collaborated on curriculum development, assessment, grants, faculty mentorship, and community outreach.

Dr. Lelekis' file does not include any information we believe to be inconsistent with System Policy *12.01*, Section 4.3.

**COLLEGE OF SCIENCE AND ENGINEERING**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Vanessa Quinn	Professor Biological and Environmental Sciences	0	>15	09/01/2025
Ph.D. (2001)	Indiana State University			

Fa 2007 – Sp 2012	Purdue University – North Central	Assistant Professor
Fa 2012 – Sp 2016	Purdue University – North Central	Associate Professor
Fa 2016 – Sp 2025	Purdue University Northwest	Professor (Tenured 2016)
Fa 2025	East Texas A&M University	Professor

Dr. Quinn is an accomplished educator, scholar, and academic leader whose effectiveness has been demonstrated through her extensive contributions to higher education. As a professor of Biological Sciences and associate dean at Purdue University Northwest, she has excelled in teaching a diverse range of courses from introductory biology to specialized graduate seminars, earning recognition through the 2017 Academic Programs Section Innovative Teaching Award from the Association of Public Land-Grant Universities and achieving multiple Association of College and University Educators teaching certifications. Her scholarly productivity is evidenced by over 40 peer-reviewed publications in journals such as *Molecular Ecology*, *Wildlife Society Bulletin*, and *The American Biology Teacher*, along with authorship of four textbooks and laboratory manuals. Dr. Quinn has successfully secured substantial external funding, including major research grants such as \$460,000 from the United States Department of Agriculture and \$74,084 from the Indiana Department of Natural Resources, plus recent curriculum development awards totaling over \$200,000 from international institutions. Her distinguished service record includes serving as president of the Indiana Academy of Science (2019-2020), directing the Science Olympiad Tournament program at Purdue University Northwest since 2016, and recently securing significant donations, including a \$650,000 planned gift for the university. Her leadership in STEM education and undergraduate research, combined with her administrative roles managing budgets exceeding \$800,000, demonstrates her comprehensive impact on advancing scientific education, academic excellence, and institutional impact.

Dr. Quinn's file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

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

## **AGENDA ITEM BRIEFING**

**Submitted by:** Mark J. Rudin, President  
East Texas A&M University

**Subject:** Establishment of the Center for Competency-Based Education

### **Proposed Board Action:**

Establish the Center for Competency-Based Education (Center) at the East Texas A&M University-Dallas campus, within the College of Innovation and Design.

### **Background Information:**

Competency-based education (CBE) represents a rapidly growing sector of higher education that addresses critical workforce needs and contributes significantly to economic development. However, the field faces substantial challenges that limit its effectiveness and scalability. The main barriers to CBE success are inconsistent program design standards, limited research on best practices and insufficient institutional support for implementation. Adult learners, who comprise most CBE students, are particularly vulnerable to program quality variations and a lack of adequate support services that address their unique needs as working professionals, parents and non-traditional students. The absence of systematic CBE research not only limits program effectiveness but also undermines employer confidence and institutional investment, creating a cycle that restricts access to this transformative educational approach.

The Center will create evidence-based solutions and provide an integrated platform for academic researchers, workforce development professionals, employers, and educational institutions to collaborate seamlessly to advance CBE innovations from conceptualization to implementation.

### **A&M System Funding or Other Financial Implications:**

Initial funding for the Center has been allocated by East Texas A&M University (ETAMU) through the College of Innovation and Design and university support funds. The sustaining support for the Center will be sought from extramural funding sources, including private foundations, professional organizations, federal and state agencies, and consulting revenue.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Imperative 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.

Agenda Item No.

**EAST TEXAS A&M UNIVERSITY**

Office of the President

May 27, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center for Competency-Based Education

I recommend adoption of the following minute order:

**“The Center for Competency-Based Education is hereby established as an organizational unit of East Texas A&M University-Dallas campus, within the College of Innovation and Design.”**

Respectfully submitted,

Mark J. Rudin  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**EAST TEXAS A&M UNIVERSITY**  
Center for Competency-Based Education

**EXECUTIVE SUMMARY**

***1. Rationale for the Creation of the Center for Competency-Based Education***

Four million adults in Texas have acquired college credits but never completed a degree, representing significant untapped potential for workforce development and economic growth. This challenge extends beyond Texas to encompass millions of working adults nationwide who need flexible pathways to degree completion that recognize their prior learning and work experience. Traditional higher education models fail to serve these learners effectively, creating persistent barriers to workforce development and economic mobility at a time when skilled workers are critically needed across multiple sectors.

The proliferation of competency-based education (CBE) represents a cutting-edge approach to higher education that demands specialized expertise and focused development. However, effective CBE programming requires interdisciplinary collaboration across academic disciplines, industry sectors and educational institution coordination that can only be achieved through dedicated infrastructure. The absence of comprehensive research on CBE effectiveness, best practices and outcomes has created a critical knowledge gap that limits program quality and scalability. Without systematic investigation into CBE design, implementation and efficacy, institutions lack the evidence-based guidance necessary to optimize programs for diverse learners.

Since East Texas A&M University (ETAMU) has demonstrated success with CBE programs, the creation of a formal center structure will enable the scaling of this proven approach to reach more students, address critical workforce needs, and generate the research foundation necessary to advance CBE as a transformative model for higher education access and quality.

***2. General Description of the Center for Competency-Based Education and Its Mission and Goals***

The Center for Competency-Based Education (Center) will serve as a hub for innovative CBE research, program development and institutional collaboration. Housed within the College of Innovation and Design at ETAMU-Dallas, the Center provides a comprehensive resource for research, professional development, consulting services, and partnership coordination.

The Center brings together researchers, educators, industry partners, and institutional leaders to advance competency-based education. It creates learning opportunities and provides an integrated platform for collaboration between academic researchers, workforce development professionals, employers, and educational institutions.

The Center will develop partnerships with national CBE networks, state workforce agencies, educational researchers, and professional organizations. The mission is to advance competency-based education as a transformative approach that increases degree completion, addresses workforce needs, and improves economic mobility for adult learners through six core goals: (1) developing innovative CBE programs, (2) conducting research on CBE effectiveness, (3) serving as a national thought leader, (4) offering professional development resources, (5) enhancing career opportunities through embedded credentials, and (6) cultivating industry and education partnerships.

### ***3. Potential Faculty Associated with the Center for Competency-Based Education and Potential Intersystem and Other Collaborations***

The Center is designed to be interdisciplinary in nature and includes faculty across multiple colleges within ETAMU. Additional collaborations are expected with faculty within The Texas A&M University System (A&M System), and with national partnerships.

- **April Sanders, Ph.D.** Dean of the College of Innovation and Design and Founding Director of the Center. Dr. Sanders has extensive experience and knowledge in CBE as she leads the college that is home to the CBE initiative at ETAMU and successfully manages the college's CBE programs.
- **Sri Beldona, Ph.D.** Chief Academic Officer and Special Assistant to the president. Dr. Beldona has a background in developing innovative and market-driven curricula and has raised over \$10 million toward scholarships and STEM-designated programs.
- **Brent Donham, Ph.D.** Vice President for Research and Economic Development. Dr. Donham has led the development and implementation of the Construction Engineering, Electrical Engineering, Cybersecurity, and BAAS Technology Management programs, demonstrating expertise in innovative program development.
- **Ray Green, Ph.D.** Dean of the College of Education and Human Services. Dr. Green was the founding dean for the Honors College at ETAMU and has worked extensively with the CBE Nursing program, bringing valuable experience in competency-based educational models.
- **Kathryn Dixon, Ph.D.** Assistant Dean in the College of Education and Human Services. Dr. Dixon was awarded a \$2.7 million grant in 2024 to launch the LeoTeach BEACON project, demonstrating her expertise in innovative educational program development.
- **Brandi Westmoreland, Ph.D.** Instructional Designer and Faculty in the College of Innovation and Design. Dr. Westmoreland has helped design many CBE courses and worked extensively to build CBE course templates within the learning management system.
- **Jennifer Hudson, Ph.D.** Interim Assistant Dean of the College of Innovation and Design. Dr. Hudson has expanded academic offerings by 20% while successfully launching CBE programs that serve post-traditional learners.
- **Nicole Pearce, Ph.D.** Associate Professor in the Department of Curriculum and Instruction. Dr. Pearce has been instrumental in course design and development in CBE programs at ETAMU, with expertise in whole-child learning and development.
- **Jeri Hammer, Ph.D.** Interim Department Head/Director of Nursing. Dr. Hammer currently leads ETAMU's School of Nursing and has worked on building the CBE Nursing program.

### ***4. Potential Activities of the Center for Competency-Based Education***

- **Establish the CBE Research Program:** The program works with faculty across disciplines to conduct systematic research in four domains: conceptualization, design, implementation, and efficacy/effectiveness. Faculty receive course releases and research support to cultivate CBE scholarships, with access to diverse programs including Pride Pathway, Criminal Justice, Alternative Teacher Certification, and others.
- **Conduct CBE Program Development and Innovation:** The Center systematically examines competency design, curriculum alignment, and assessment validity. Advanced instructional

design capabilities develop industry-aligned CBE programs that address workforce demands and improve economic mobility for adult learners.

- **Launch CBE Consulting and Professional Development Services:** The Center offers fee-based consulting to institutions seeking CBE implementation, along with professional development training for faculty and administrators. Services include logistical support, implementation guidance, and specialized training programs.
- **Lead CBE Partnership Efforts:** The Center facilitates collaborations with A&M System institutions and leverages partnerships with the CBE Network (CBEN) and the American Institutes for Research (AIR). Focus areas include stakeholder engagement, technological infrastructure, change management, and student support systems.
- **Develop the Texas CBE Summit:** The Center hosts an annual statewide conference on CBE innovation and best practices. Outreach includes disseminating research, creating community college transfer pathways, and extending educational opportunities through remote instruction for rural access.

### ***5. Impact on Education and Training of Students***

Once the Center is designated, comprehensive CBE programs will be implemented to train students in competency development and workforce readiness. This responds to growing employer demand for graduates with demonstrated competencies and industry-aligned skills. Faculty focused on CBE innovation will develop specialized expertise in CBE pedagogy and educational leadership, fostering future advanced degree pathways in educational innovation.

The Center will impact student education at multiple levels. Undergraduate students will benefit from flexible, high-quality CBE programs with embedded industry certifications, enhanced employability, and faster time to degree completion.

Regional benefits include improved degree attainment for underserved Texans, enhanced economic mobility and increased educational accessibility. The Center will address critical workforce shortages through programs like Alternative Teacher Certification. Nationally, the Center will serve as a model for CBE implementation, advancing innovation beyond Texas and supporting national education and workforce development goals.

### ***6. Resource Requirements***

The Center will pursue funding opportunities from institutions such as the U.S. Department of Education and other CBE and workforce development funding sources. Additionally, the Center will continue to acquire resources through private and public partnerships.

### ***7. Sources and Future Expectations of Financial Support***

ETAMU recognized the critical need for CBE leadership and allocated resources toward establishing the Center. The College of Innovation and Design has dedicated \$50,000 in initial funding, and ETAMU has committed an additional \$10,000 in support funds.

The Center expects to generate revenue through fee-for-service consulting and training and conference and event revenue. Future external funding sources include continued College of Innovation and Design support and institutional support funds.

The Center will be physically located within the College of Innovation and Design at ETAMU-Dallas. As the Center develops, the proportion of external funding is expected to increase, with the goal of being primarily supported by external funds by the end of the third year of operation.

#### ***8. Governance and Advisory Structure***

The director of the Center reports to the provost. Dr. April Sanders will serve as director of the Center.

An executive committee meets each academic term to oversee operations and make strategic decisions. The committee includes the center director (chair), chief academic officer for Dallas, college representatives, CBE faculty, and the director of Institutional Research.

An external advisory board meets quarterly to provide strategic guidance and assist with partnerships and funding. The board includes representatives from CBEN, industry partners, CBE alumni, and higher education leaders.

#### ***9. Mechanisms for Periodic Review***

The director of the Center will submit an annual report to the provost and vice president for Academic Affairs. The report will include accomplishments in research, service, program development, and student impact.

The Center will undergo a comprehensive evaluation every three years by a review committee including the Center director, an A&M System representative, an external CBE expert, an ETAMU faculty representative, and an industry representative. The evaluation assesses whether the Center remains consistent with its purpose, contributes to the ETAMU mission, maintains faculty participation, impacts student outcomes, has adequate resources, and should continue. Findings are reported to A&M System offices, the provost, and the president.

## Agenda Item No.

### AGENDA ITEM BRIEFING

**Submitted by:** Mark J. Rudin, President  
East Texas A&M University

**Subject:** Authorization to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2025, 2026, and 2027

#### **Proposed Board Action:**

Authorize the East Texas A&M University (East Texas A&M) president to execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2025, 2026, and 2027. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the deputy chancellor and chief financial officer.

#### **Background Information:**

East Texas A&M has received, and anticipates continued receipt of non-research grants, cooperative agreements and contracts, including amendments, modifications or extensions to sub-awards under non-research grants, cooperative agreements and contracts with an annual value in excess of \$500,000. An example is the United States Department of Agriculture (USDA) Rural Utilities Service (RUS) Distance Learning and Telemedicine (DLT) program - DLT CDS ID DLT-CDS-2024-014 and sub-recipient contracts for the Mental Health Initiatives.

The 2024 Consolidated Appropriations Act (CAA) identified East Texas A&M as a funding recipient through the USDA RUS DLT program. Representative Keith Self submitted this community project with the Appropriations Committee staff and was approved in the final 2024 bill. The USDA-DLT Project Program is a three-year \$1,750,000 grant designed to assist rural communities in acquiring distance telemedical technologies. This DLT grant aligns with the university's mission to **transform lives** and **strengthen the rural and urban communities we serve**. The grant will provide mental health care to eight locations, benefiting 4,720 individuals from rural communities. This investment aims to alleviate significant barriers to mental health care in Hunt County, where accessibility challenges are compounded by financial limitations and inadequate transportation options, particularly affecting the county's 6,870 veterans.

System Policy [25.07, Contract Administration](#), requires that contracts, grants and agreements to perform educational and/or service activities consistent with a member's mission and involving an annual stated or implied consideration of \$500,000 be approved by the Board of Regents. Many of these non-research awards are multi-year and provide \$500,000 or more in funding annually. Once the award is made, the sponsor typically expects acceptance without delay and performance to begin as soon as possible. Delaying the execution of the sponsored agreement while seeking Board of Regents approval could result in the forfeiture of the sponsor funding or delays in commencing performance that could endanger East Texas A&M's ability to fulfill its contractual obligations within the prescribed timeframe

**A&M System Funding or Other Financial Implications:**

The agreements described are incoming revenue agreements. All costs of performing under the agreement will be covered by the terms of the agreement, subject to any agreed cost share by East Texas A&M in accordance with [System Regulation 15.01.05, Cost Sharing on Sponsored Agreements](#). Total consideration under any agreement requested under this authorization will not exceed \$5,000,000, and the term for any agreement will not exceed five years.

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperative 5, *“The Texas A&M University System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state’s economy.”*

Agenda Item No.

**EAST TEXAS A&M UNIVERSITY**

Office of the President

May 30, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Authorization to Execute Agreements and Contracts for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2025, 2026, and 2027

I recommend adoption of the following minute order:

**“The president of East Texas A&M University (East Texas A&M) is authorized to execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendment and related documents, for fiscal years 2025, 2026, and 2027. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the deputy chancellor and chief financial officer.**

**Each agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by East Texas A&M in performing under the agreement, subject to any agreed cost share by East Texas A&M in accordance with System Regulation *15.01.05, Cost Sharing on Sponsored Agreements*. Total consideration under any agreement will not exceed \$5,000,000, and the term for any agreement will not exceed five years. For each fiscal year covered by this delegation of authority, East Texas A&M shall submit a report to the Board of Regents that identifies any agreements executed pursuant to this minute order and describes key terms of such agreements.”**

Respectfully submitted,

Mark J. Rudin  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

## **AGENDA ITEM BRIEFING**

**Submitted by:** Tomikia P. LeGrande, President  
Prairie View A&M University

**Subject:** Establishment of the Center for Innovation & Entrepreneurship

### **Proposed Board Action:**

Establish the Center for Innovation & Entrepreneurship within the Department of Management and Marketing in the College of Business at Prairie View A&M University (PVAMU).

### **Background Information:**

PVAMU is recognized as a strong Research 2 (R2) status university with considerable untapped commercial potential for the research conducted by faculty. However, there is no pipeline of students coming together in cross-disciplinary teams and educated in the structured process and shared language of entrepreneurship who have the skillset for assessing the commercial or social impact potential of the research conducted by faculty.

The fundamental premise for the Center for Innovation & Entrepreneurship (CIE) is that entrepreneurship is a skillset that any student can learn. The CIE defines entrepreneurship as a structured process and shared language for identifying opportunities and solving problems in any field. By teaching entrepreneurship in the classroom, supporting extracurricular entrepreneurship programs, and providing a consistent curriculum based on universally recognized and accepted methodologies, frameworks, processes, and tools, the CIE can empower student entrepreneurs not only during their time on campus as undergraduates but also as alumni. The overarching theme is to strengthen the ecosystem in entrepreneurship education and practice on campus to benefit an increasing number of students, both business and non-business majors.

### **A&M System Funding or Other Financial Implications:**

The primary source of funding for the CIE is from a \$1.5 million five-year Title III grant from the Department of Education. Current activities and programs for students within innovation and entrepreneurship are in year two of the five-year grant. Additional funding is supported by a three-year \$500,000 grant from The Blackstone Charitable Foundation.

PVAMU is a member of the Southwest Region for the Howard University PNC National Center for Entrepreneurship, sponsored by PNC Bank with an initial grant of \$16.5 million. This grant supports entrepreneurship programs available to all Historically Black Colleges and Universities (HBCU) members.



**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Imperative 3 by increasing the number of graduates prepared for successful for-profit commercial ventures, as well as non-profit and social impact endeavors where one works to build solutions to societal problems. The proposed center also advances Strategic Imperative 4, which aims to increase system prominence with a robust and targeted research portfolio. The CIE will advance this imperative by fostering cross-discipline collaboration to partner PVAMU students in entrepreneurship education with faculty researchers and real-world entrepreneurs.

Agenda Item No.

**PRAIRIE VIEW A&M UNIVERSITY**

Office of the President

April 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center for Innovation & Entrepreneurship

I recommend adoption of the following minute order:

**“The Center for Innovation & Entrepreneurship is hereby established as an organizational unit of Prairie View A&M University within the Department of Management and Marketing in the College of Business.”**

Respectfully submitted,

Tomikia P. LeGrande  
President

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

**PRAIRIE VIEW A&M UNIVERSITY**  
Center for Innovation & Entrepreneurship

**EXECUTIVE SUMMARY**

***1. Rationale for the Creation of the Center for Innovation & Entrepreneurship***

Aspiring student entrepreneurs at Prairie View A&M University (PVAMU) who are pursuing their passions for starting and launching a small to medium business or an innovation-driven enterprise have an overwhelming number of opportunities and demands on their time.

PVAMU is a strong Research 2 (R2) status university with considerable untapped commercial potential for the research conducted by faculty. However, there is no pipeline of students coming together in cross-disciplinary teams and educated in the structured process and shared language of entrepreneurship who have the skillset for assessing the commercial or social impact potential of the research conducted by faculty.

In addition, the entrepreneurship minor, offered by the College of Business (COB) that is made available to all students at PVAMU regardless of major, needs to be updated to facilitate engagement across campus by having a consistent curriculum that can support innovation-driven enterprises and attract student entrepreneurs to the potential of developing large-scale corporation.

The fundamental premise for the Center for Innovation & Entrepreneurship (CIE) is that entrepreneurship is a skillset that any student can learn. The CIE defines entrepreneurship as a structured process and shared language for identifying opportunities and solving problems in any field. By teaching entrepreneurship in the classroom, supporting extracurricular entrepreneurship programs and providing a consistent curriculum based on universally recognized and accepted methodologies, frameworks, processes, and tools, the CIE can empower student entrepreneurs not only during their time on campus as undergraduates but also as alumni.

A curriculum consistently delivered, based on universally recognized and accepted methodologies, frameworks, processes, and tools, gives PVAMU graduates the reputation and skillset to communicate with any fellow entrepreneurs and graduates of all leading universities, using recognized terms and approaches. Student cross-disciplinary teams trained in the proven steps for assessing the commercial potential of applied research conducted by faculty at PVAMU, can leverage the research-driven intellectual properties of the university.

***2. General Description of the Center for Innovation & Entrepreneurship and Its Mission and Goals***

The main goal of the CIE is to strengthen the existing programs and infrastructure in entrepreneurship in the COB. This will allow the college to serve a larger number of students, including engineers, STEM majors, and those studying humanities. Given the combination of in-class education and experiential projects, by the time of graduation, these students will be confident in their entrepreneurial goals.

The overarching theme is to strengthen the ecosystem in entrepreneurship education and practice on campus to benefit an increasing number of students, both business and non-business majors. The alumni from the COB entrepreneurship program will focus not just on for-profit commercial ventures, but also on building non-profit and social impact endeavors where one works to build solutions to societal problems.

The director of the CIE will work with the office of the vice president of Innovation and Research, and other faculty and programs across the campus, to support entrepreneurship training and education on the PVAMU campus.

The COB is the only college on the PVAMU campus with a curriculum and relevant programs to support aspiring entrepreneurs. The COB offers a six-course minor for students from any major or discipline who are interested in start-ups and owning their own business one day. PVAMU believes a strong and visible program on entrepreneurship can become a powerful tool for recruiting new students, those who are naturally inclined to solving problems in a free-market economy.

### ***3. Potential Faculty Associated with the Center for Innovation & Entrepreneurship and Potential Intersystem and Other Collaborations***

Sudhir Tandon, PhD, is the department head of the Department of Management and Marketing within the COB at PVAMU. Dr. Tandon holds a Ph.D. in Marketing from Texas Tech University.

Philip Bouchard is the director of the CIE and an associate professor of Practice in Entrepreneurship, teaching Introduction to Entrepreneurship courses and workshops on entrepreneurship topics related to developing and launching businesses. Mr. Bouchard is a graduate of Princeton University with a BA in Economics, and an MBA from the University of Chicago.

Daniel Kennebrew, DBA, is an assistant professor of Management in the COB at PVAMU. Dr. Kennebrew, a faculty fellow under the Title III grant, teaches courses in Introduction to Business and Social Entrepreneurship. Dr. Kennebrew holds a DBA in Non-Profit/Public Organizational Management from Indiana Wesleyan University.

Oluwagbemiga Ojumu, PhD, is an assistant professor of Applied Economics and Statistics in the COB at PVAMU. Dr. Ojumu teaches upper-level courses in the Principles of Microeconomics, Principles of Macroeconomics, Microeconomic Analysis, Innovation & Entrepreneurship, and EMBA courses in Research and Academic Writing. Dr. Ojumu holds a PhD in Applied Economics (Statistics Minor) from Auburn University.

Rick Baldwin, DBA, has worked in the corporate world and teaches courses (undergraduate and MBA) in marketing and entrepreneurship. He has helped develop some of the courses and has trained many undergraduate and graduate student groups to participate in competitions with student teams from across the country. Such experience can be invaluable for future entrepreneurs.

#### **4. *Potential Activities***

1. Creation of a mentorship program pairing real-world entrepreneurs with student entrepreneurs.
2. Develop an ongoing database of PVAMU alumni who are successful entrepreneurs.
3. “Panther 100”, following the model of “Aggie 100” at Texas A&M University.
  - a. Develop a Panther Angel Network to invest in student-initiated endeavors.
4. Implement the Applied Research Realization program for cross-disciplinary PVAMU student teams to test the economic and social impact potential of PVAMU applied research projects.
5. Participate in TEX-E Bootcamp for Climatetech Entrepreneurship
  - a. Showcasing inter-institutional collaborations between PVAMU students and students from Mays College, Bauer College, UT Austin, Rice, and MIT.
6. Participate in the HBCU Founders Initiative accelerator program (HBCU FI).
7. Participate in the Rice Alliance for Technology & Entrepreneurship accelerators.
8. Participate in the University of Houston accelerators.
9. Develop a cohort of student-entrepreneurs on campus. These students would be interested in developing their skills, competencies, and business success even as they complete their studies in college.
10. Implement the Blackstone Launchpad Program (BLP), which brings in real-world entrepreneur mentors for the students enrolled in our e-ship programs.
11. Hold business plan competitions for students from other institutions and a separate one for area high school students.

#### **5. *Impact on Education and Training of Students***

1. Increase the number of PVAMU students who will be exposed to entrepreneurship education and real-world entrepreneurs.
2. Increase enrollment in the Entrepreneurship Minor and Entrepreneurship Certificate for both business and non-business majors.
  - a. Add electives for the entrepreneurship minor and certificate to include relevant courses from non-COB disciplines.
  - b. Assist with upgrading the curriculum and program offerings in the entrepreneurship minor and certificate programs, working with the department head and concerned faculty in the COB.
  - c. Incorporate the prevailing academic wisdom, accepted at major universities, regarding Entrepreneurship Methodologies, Frameworks, Processes, Terms, and Tools.
  - d. Develop a robust cohort of future entrepreneurs, learning from their in-class curriculum and through experiential programs.
3. Train faculty members from the non-business colleges on campus – Arts and Sciences, Agriculture, Architecture, Education, Juvenile Justice, Engineering and Nursing – in teaching entrepreneurship, so that they become champions of entrepreneurship in their departments across the campus.

#### **6. *Resource Requirements***

The CIE’s budget supports a full-time director and a full-time program manager plus two student workers and two faculty fellows. The facilities for the CIE include a dedicated space with two

offices, plus a dedicated conference room for student meetings and workshops. The COB building has facilities for larger workshops and training courses, presentations for competitions and speakers in the auditorium, and space for student showcases.

### ***7. Sources and Future Expectations of Financial Support***

The primary source of funding for the CIE is from a \$1.5 million five-year Title III grant from the Department of Education. Current activities and programs for students within innovation and entrepreneurship are in year two of the five-year grant. Additional funding is supported by a three-year \$500,000 grant from The Blackstone Charitable Foundation (currently operating in year two). PVAMU is a member of the Southwest Region for the Howard University PNC National Center for Entrepreneurship, sponsored by PNC Bank with an initial grant of \$16.5 million. This grant supports entrepreneurship programs available to all HBCU members. On an ongoing basis, the CIE will continue to solicit external funding for operations and program management from corporate partners and foundations.

### ***8. Governance and Advisory Structure***

The director of the CIE reports directly to Dr. Aneika Simmons, Interim Dean of the COB. Enhancements to curriculum will be governed by the university's process and includes review and approval by Dr. Sudhir Tandon, department head of the Department of Management and Marketing and faculty curriculum committee bodies.

The COB and the CIE work closely with the Office of the Vice President of Innovation and Research, which focuses largely on assisting faculty launch start-ups and new businesses based on the intellectual capital generated by research centers across the campus.

### ***9. Mechanisms for Periodic Review***

The CIE submits reports quarterly and annually to the director of Title III Programs at PVAMU. In addition, the Title III Program is audited annually. The CIE also submits reports quarterly to the Blackstone Launchpad on activities and progress during the period. The director of the CIE and the program coordinator report directly to the dean of the College of Business, who performs semi-annual performance reviews of the operations of the CIE.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Tomikia P. LeGrande, President  
Prairie View A&M University

**Subject:** Establishment of the Center of Banking Excellence

### **Proposed Board Action:**

Establish the Center of Banking Excellence within the Department of Accounting, Finance and Management Information Systems in the College of Business at Prairie View A&M University.

### **Background Information:**

The Prairie View A&M University (PVAMU) Center of Banking Excellence (CoBE) will serve as a hub for innovation, research, education and community engagement in the banking sector. The CoBE will use an integrated approach combining education and workforce development, research and outreach to address the growing demand for skilled professionals in the banking sector.

Numerous activities will be organized and supported by the CoBE, including the Prairie View Summer Banking Academy (PVSBA), the Banking Week, site visits, financial literacy campaigns, and research projects on banking-related topics.

The proposed CoBE aligns with the mission of the College of Business to empower social mobility among its students, the residents of the local and regional community and society at large through education, research, and outreach activities that have real-world societal impact. The center will also contribute to the university's pursuit of the R-1 Carnegie classification.

### **A&M System Funding or Other Financial Implications:**

The CoBE will leverage the success of the PVSBA, highlighting achievements like internships, credit essential certificates, and recognition among scholarship winners. The CoBE, like the PVSBA, will seek financial support from various sources, including university endowments, government grants, philanthropic contributions, corporate sponsors, and alumni engagement.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Imperative 3 by integrating curricular and co-curricular experiences with faculty research and industry engagement to create seamless pathways for skilled professionals to enter the banking sector.

Agenda Item No.

**PRAIRIE VIEW A&M UNIVERSITY**

Office of the President

July 25, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center of Banking Excellence

I recommend adoption of the following minute order:

**“The Center of Banking Excellence is hereby established as an organizational unit of Prairie View A&M University within the Department of Accounting, Finance and Management Information Systems in the College of Business.”**

Respectfully submitted,

Tomikia P. LeGrande  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**PRAIRIE VIEW A&M UNIVERSITY**

Center of Banking Excellence

**EXECUTIVE SUMMARY**

**1. Rationale for the Creation of the Prairie View Center of Banking Excellence**

The banking sector is vital to the economy as it channels funds across economic agents and industries and offers promising career paths capable of enhancing students' social mobility. However, there is a disparity in opportunities for students, especially those from underserved and economically disadvantaged communities, while the demand for skilled professionals in the banking sector is rising. This gap not only hinders the inclusivity of the banking industry but also limits the potential pool of talented individuals who can contribute to its growth and innovation. Therefore, we propose creating the Prairie View A&M University (PVAMU) Center of Banking Excellence (CoBE) to address that gap through education and work development, research and outreach activities. The CoBE will provide a dedicated platform that will enhance the educational experience for all students and actively promote broader access to the banking sector through impactful research and outreach activities.

Economists emphasize that opportunities for economic advancement — such as securing housing, supporting families, and investing in education — are closely linked to access to capital and financial services. However, barriers in the financial system continue to limit participation for many individuals. For instance, studies have shown persistent differences in mortgage approval rates and homeownership levels across various regions. In some states, mortgage denial rates remain notably high, reaching over 30% in certain areas. These patterns contribute to lower levels of homeownership and reduced access to long-term wealth-building tools. Additionally, recent legal actions have highlighted concerns around lending practices in specific communities. Addressing gaps in financial access is critical for supporting overall economic growth and social stability.

A decline in trust between potential customers and financial service providers has contributed to reduced participation in financial markets, even when transactions are supported by government-backed programs (e.g., USDA). Less access to financial resources prevents economic agents (e.g., consumers and producers) from reaching their full potential to contribute to economic activities within their communities and play critical roles in mitigating existing challenges, such as, but not limited to, poverty and food insecurity. Coleman-Jensen et al. (2013) estimated that about 49 million Americans are food insecure, showing that numerous Americans live in food deserts or do not have easy geographical or financial access to healthier food. These food deserts are forecasted to increase in the United States following the migration of people to suburban areas. In addition, globalization has decreased the availability of healthy and locally produced foods (Blanchard & Lyson, 2003), leading scholars such as Kitenge (2016) to call for supplemental strategic policies to protect local farmers against competition from imported food and agricultural products.

Scholars have identified factors that justify uneven participation or access to financial markets. Bashir and Kitenge (2020) showed that a lack of information or unpleasant previous experiences with financial institutions prevent groups of farmers in the U.S. from participating in agricultural loan programs. Fisman et al. (2017) found that when there is limited cultural or experiential alignment among financial service providers, it can impede their ability to fully understand and serve all customer groups. In line with Fisman et al. (2017), Accetturo et al. (2021) proved that cultural proximity between the supply and the demand sides of a lending market could enhance

the access and performance of loans. A 2019 study by the U.S. Government Accountability Office reported shifts in the composition of the workforce over the period observed, noting a decline in participation from some groups while others experienced growth.

To contribute to nationwide efforts aiming at tackling the apparent two leading causes (i.e., lack of information and lack of participation on the supply side) of uneven financial access in the United States, the PVAMU College of Business (COB) launched the PVSBA in Summer 2021. This promising initiative equips students with the skills, knowledge, and connections necessary to enter and thrive in the U.S. banking workforce. This academy has trained, in partnership with numerous financial institutions (e.g., Amegy Bank, American National bank of Texas, Comerica Bank, Federal reserve bank of Dallas, and JPMorgan Chase.) or professional organizations (e.g., Texas Bankers Association and Risk Management Association), numerous students, and has exposed them to professional bankers through class presentations, internships, mentorships, site visits, and shadowing programs. This initiative, funded through contributions/donations from financial institutions and professional bankers, has the merits of providing the knowledge necessary to participate in the U.S. banking industry either from the demand side as informed customers or from the supply side as qualified employees. Beginning in 2021 with nine students, the PVSBA increased to 13 students in 2022 and 18 students in 2023, with the expectation of selecting 25 students for the PVSBA 2024.

An early introduction to the banking industry, including experiential learning, can substantially boost students' participation in financial services, particularly in the banking industry, and consequently promote their social mobility. However, an integrated approach that combines education and workforce development, research, and outreach holds the potential to significantly impact students, faculty and local communities more efficiently and effectively. Thus, we are proposing the creation of the CoBE to serve as a hub for innovation, research, education, and community engagement in the banking sector. This mission will be accomplished through the pursuit of the following goals:

- Connecting students with industry professionals, offering hands-on learning experiences, and bridging the gap between academia and industry.
- Encouraging and facilitating cutting-edge research in banking and finance, addressing pertinent challenges and opportunities in the field.
- Extending outreach activities to local communities, promoting financial literacy and offering advisory services to support sustainable economic growth.

This proposal aligns with the overall vision of the COB at PVAMU to become a nationally recognized business program known for its transformative impact on students through an education that empowers them to reach their full potential. It aligns with the mission of the COB to empower social mobility among its students, the residents of the local and regional community, and all people in society through education, research, and outreach activities that have real-world societal impact. The CoBE will also contribute to the university's pursuit of the R-1 Carnegie classification.

### ***General Description of the Center of Banking Excellence, Mission, Goals***

The CoBE will be a hub for innovation, research, education, and community engagement in the banking sector. This mission will be accomplished through the pursuit of the following goals:

- Connect students with industry professionals, offer hands-on learning experiences, and bridge the gap between academia and industry.

- Encourage and facilitate cutting-edge research in banking, addressing pertinent challenges and opportunities in the field.
- Extend outreach activities to local communities, promoting financial literacy and offering advisory services to support sustainable economic growth.

The CoBE will leverage the momentum of the PVSBA established in 2021. Outlined below are the notable achievements and milestones attained in preceding endeavors, showcasing a track record of success and proficiency:

- 40 students participated in the PVSBA.
- Students have interned in the following institutions: Federal Reserve Bank of Dallas, Hometown Bank, Amegy Bank, Cadence Bank, and Prosperity Bank.
- 17 students obtained their Credit Essential Certificates in fall 2023.
- Numerous financial institutions have provided either technical or financial support to the PVSBA.<sup>1</sup>
- PVAMU has been listed, together with Texas A&M University, the University of Calgary, Cornell University, and the University of Illinois at Urbana-Champaign, as universities attended by the most recent scholarship winners among undergraduate students interested in pursuing careers in financial services. ([Link](#))<sup>2</sup>

### ***Potential Faculty and Collaborations***

The CoBE is poised to attract renowned faculty members, capitalizing on their expertise to elevate educational experience. These distinguished faculty members will bring knowledge and industry insights to the CoBE, enriching the academic environment. Their involvement will enhance the quality of education within the banking curriculum and contribute to the CoBE's reputation as a hub for cutting-edge research and thought leadership in the field.

In addition to leveraging the expertise of faculty members, the CoBE will actively pursue collaborations on two fronts. Firstly, it will establish partnerships with other departments within the university and across various schools, fostering interdisciplinary research initiatives and facilitating knowledge exchange. This multidisciplinary approach aims to provide a holistic understanding of banking, incorporating perspectives from diverse academic disciplines. Secondly, the CoBE will forge partnerships with banking institutions, inviting industry experts to participate in lectures, workshops, and mentorship programs. These collaborations will bridge the gap between academia and industry, offering students direct exposure to real-world insights and establishing the CoBE as a catalyst for forging meaningful connections between academia and the banking sector.

### ***Potential Activities***

The CoBE will reach its goals through various activities aligning with the integrated approach combining education and workforce development, outreach, and research. Some selected activities are described below.

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<sup>1</sup> The list of partners and potential donors is provided in Table 1.

<sup>2</sup> <https://www.rmahq.org/press-releases/2023/rma-s-latest-scholarship-awards-aim-to-promote-innovation-and-inclusion-in-the-financial-industry/?gmsopc=1>

## I. Education and Workforce Development

### 1. *Prairie View Summer Banking Academy (PVSBA)*

The PVSBA combines classroom teaching, internships, mentorships, and shadowing programs to provide rich theoretical and practical experience in banking-related topics (commercial lending, USDA loans, cybersecurity, data analytics, monetary policy, personal finance, banking supervision, and financial technology). Teachers in the academy will come from PVAMU, financial institutions (e.g., Amegy Bank, American National Bank, BancorpSouth/Cadence Bank, Capital One, Comerica Bank, Frost Bank, JPMorgan Chase, PNC Bank, and Trustmark Bank), policy organizations (e.g., Federal Reserve Bank of Dallas, Federal Deposit Insurance Corporation, Office of the Comptroller of the Currency, Texas Department of Banking), and other organizations (e.g., SECURE center, TechBridge, Texas Bankers Association, Risk Management Association).

Although planning activities and logistics will occur during regular semesters (fall and spring), the PVSBA will occur during the summer of every year. The program is expected to last for a total of three weeks. Participating students are housed on campus throughout the program.

Classes are held from 8:30 AM to 4:30 PM Monday through Friday, with an hour for lunch and two fifteen-minute breaks to mimic a typical work schedule. The university Learning Management System is used to disseminate training materials. Students who complete this program constitute an asset to financial institutions and other governmental organizations. The training provides more practical knowledge that could otherwise be acquired only after many years of work experience or costly employer-paid training programs.

Students will be selected from a competitive process to demonstrate their interest and predisposition to participate in the program. The selection process will start with submitting a package composed of a letter of interest and a resume. The project team will conduct interviews, but financial institutions and other organizations may also participate during the selection process. PVAMU will widely advertise the program on campus (e.g., posters through Student Government Association meetings, email announcements, and Resident Assistant meetings in the residence halls) to ensure a sufficient pool of applicants to select students with the best chance of succeeding in the program.

To increase student interest, attract the most promising students, and minimize financial obstacles that would prohibit participation, the following is proposed: Allocated participation stipend earned during the in-class training portion; a paid internship after successful completion of the in-class training; funding for summer room and board; and provision of ancillary materials required during the educational experience: (e.g., pens, texts associated with the program if needed, notebooks, backpacks, laptops/tablets, and apparel).

### 2. *Banking Week*

The PVSBA is announced during Banking Week, a week-long event when professional bankers visit classrooms and set up tables in the COB to enhance banking awareness. Recent Banking Weeks (2021, 2022, and 2023) brought more than 80 experienced bankers in contact with more than 1000 students through classroom presentations. Bankers covered banking-related topics and presented opportunities for PVAMU students within their institutions.

### *3. Academic Programs*

The CoBE will support and participate in projects geared towards improving and revitalizing academic programs within the field of banking. The CoBE will be committed to providing substantial support to initiatives that enhance educational offerings related to banking. Recognizing the dynamic nature of the banking industry, the CoBE will actively engage in projects to ensure that academic programs stay current, relevant, and aligned with the evolving landscape of banking practices.

## **II. Outreach Activities**

### *1. Financial Literacy Campaign for Senior High School Students*

To increase awareness about financial education at an early stage, the CoBE will support and participate in financial literacy campaigns among high school students. This campaign will target graduating seniors, encouraging them to explore banking as a career option and promoting the PVAMU degree programs. The CoBE team will prepare the financial literacy materials (brochures, booklets, etc.). The project team will visit high schools or meet with the targeted students during campus visits (i.e., college preview day, open house, etc.). The team will also collect information for research projects through surveys.

### *2. Financial and Banking Literacy Campaign for University Students*

The CoBE will support and participate in financial and banking literacy campaigns for university/college students. These campaigns will promote to minority students how bankers and the banking industry make a difference and the role they could play as future bankers in enhancing business opportunities, financial literacy, economic opportunity, and community revitalization through a career in banking. The CoBE will prepare related material to distribute among university students. The CoBE will also collect information through surveys that will be available to researchers.

## **III. Research**

The CoBE will champion and execute influential research projects specifically emphasizing banking-related subjects to contribute to the university's pursuit of the R-1 Carnegie classification. The CoBE will provide support, including mini-grants, expertise and necessary funds essential for researchers. By fostering a conducive environment for impactful research, the CoBE aims to contribute significantly to advancing knowledge in the banking field.

### **2. Impact on Education and Training of Students**

The CoBE is dedicated to enhancing the banking curriculum, playing a pivotal role in elevating the educational experience. It will actively support curriculum enhancement efforts by integrating specialized banking courses, workshops, and internships into the academic program. This integration offers students real-world exposure, bridging the gap between theoretical knowledge and practical application.

The CoBE will contribute significantly to students' career development. It will organize and facilitate networking events, career fairs and mentorship opportunities, creating a dynamic platform for students to connect with banking professionals. These interactions will provide

valuable insights, guidance, and potential avenues for career growth, enhancing students' overall educational journey.

Moreover, by facilitating research projects, conferences and seminars, the CoBE will actively contribute to the expansion of knowledge in the field of banking. This emphasis on research enriches the academic environment and ensures that students are exposed to the latest developments and innovations, fostering a culture of continuous learning within the educational setting.

### **3. Sources and Expectations of Financial Support**

The operationalization of the center requires infrastructure, personnel and financial resources.

- ***Dedicated office space, technology infrastructure and research facilities.***

A dedicated office space will serve as a hub for collaboration and focused work, fostering an environment conducive to innovation and strategic planning. Incorporating advanced technology infrastructure is essential to ensure seamless operations, enhance security measures and facilitate efficient communication within the center. Additionally, cutting-edge research facilities are crucial for conducting in-depth analyses, staying abreast of industry trends and developing innovative solutions to address the dynamic landscape of banking. The combination of these elements will elevate the CoBE's capabilities and position it as a leading institution, driving advancements and excellence within the banking industry. The CoBE can start operations without physical offices, leveraging institutional technologies. Additionally, it can utilize various research infrastructures already available at the university.

- ***Faculty, administrative staff, and industry liaisons.***

Faculty members will bring academic expertise, research capabilities, and a commitment to education, forming the intellectual core of the CoBE. Administrative staff will ensure efficient operations, handle logistical aspects and contribute to strategic planning. Their organizational support is integral to the overall effectiveness of the CoBE. Industry liaisons will connect academia and the banking sector, fostering collaboration, industry connections and relevance to current trends. These personnel will create a dynamic and comprehensive institution that excels in education, operational efficiency, and industry integration, positioning the CoBE as a leader in advancing excellence within the banking field. The proposed center can initially benefit from faculty, staff, and numerous collaborators of the PVSBA.

- ***Budget allocation for research, education, outreach, and operational expenses.***

Securing adequate funding is imperative for the sustained success of the CoBE across its diverse initiatives. For instance, research activities demand financial support for personnel costs, including faculty salaries and administrative staff remuneration, to attract and retain top-tier talent essential for maintaining academic rigor. Mini-research grants and research support are crucial for fostering innovative projects and ensuring the CoBE's contribution to cutting-edge developments in banking. Scholarships for students interested in banking not only promote educational accessibility but also attract bright minds to pursue careers in the financial sector, enhancing the talent pool. Operational costs, covering the organization of the PVSBA, outreach activities, and day-to-day functioning, necessitate consistent funding to guarantee seamless operations. The PVSBA, which will become part of the CoBE, has received financial contributions from institutions such as, but not limited

to, Texas Capital Bank, JPMorgan Chase, Wells Fargo, Capital One, American National Bank, and Comerica Bank. The CoBE will continue to request financial support, including the establishment of endowment funds.

The CoBE will strategically position itself to seek support efficiently and effectively from various avenues, including university endowments, government grants and philanthropic contributions. It will align its goals with the university’s overarching mission, demonstrating its value to academic and research endeavors to leverage university endowments. The CoBE will meticulously develop proposals to pursue government and corporate grants, emphasizing its potential impact on education, research and the broader community. Simultaneously, it will engage with philanthropic contributors, clearly articulating its vision and showcasing its commitment to advancing banking excellence and the positive societal outcomes of its future support. The CoBE will establish lasting partnerships through tailored strategies for each funding source, demonstrating its capacity to utilize resources efficiently.

For long-term sustainability, the CoBE will forge partnerships with corporate sponsors, engage alums actively, and implement revenue-generating initiatives. Corporate sponsors provide financial support and offer industry insights and collaborative opportunities. Alum engagement will create a supportive network, contributing both financially and through mentorship. Revenue-generating initiatives like professional development programs and conferences will diversify income streams, ensuring the CoBE’s sustained success and impact.

In the past, as shown below, numerous institutions have contributed to the PVSBA, and many more institutions and individuals plan on doing so in the future. Contributions received increased from \$30,000 in the inaugural year of 2021 to an impressive \$90,000 in 2023.

**Table 1. History of Support to the PVSBA**

Contributors	2021	2022	2023
American National Bank			\$5,000.00
Capital One		\$20,000.00	\$7,000.00
College of Business	\$10,000.00	\$12,688.00	\$10,000.00
Comerica			\$10,000.00
JP Morgan Chase		\$12,000.00	\$23,000.00
Mr. Messer			\$5,000.00
Office of the Provost	\$10,000.00	\$10,000.00	\$10,000.00
Texas Capital Bank		\$15,000.00	
Various Donors		\$10.00	
Wells Fargo			\$20,000.00
Total	\$20,000.00	\$69,698.00	\$90,000.00

#### **4. Governance and Advisory Structure**

The proposed CoBE will operate under a well-defined governance and advisory structure. Designated faculty or staff will oversee operations. Faculty members, with their academic expertise and commitment to education, align with the CoBE’s mission. Administrative staff will handle logistical aspects, ensuring smooth functioning. Their organizational support is integral to the overall effectiveness. The CoBE will benefit from external guidance. The PVSBA Advisory Committee. The current advisory committee includes prominent institutions such as the American

National Bank of Dallas, the Federal Reserve Bank of Dallas, JP Morgan Chase, and the Texas Bankers Association. Their insights and industry experience will shape the CoBE's strategic direction.

#### **5. Mechanisms for Periodic Review**

To ensure progress and alignment with goals, the project will engage numerous stakeholders. Periodic reports will be produced, summarizing the CoBE's activities, achievements, and challenges. These reports will inform stakeholders, fostering transparency. Stakeholders, including donors, faculty and industry partners, will have opportunities to provide feedback. Their insights will guide adjustments and improvements. Through these periodic reviews, the CoBE will remain adaptable, addressing emerging needs and ensuring it fulfills its intended role in advancing banking education and research.



## **AGENDA ITEM BRIEFING**

**Submitted by:** Tomikia P. LeGrande, President  
Prairie View A&M University

**Subject:** Establishment of the Center for Accounting Excellence

### **Proposed Board Action:**

Establish the Center for Accounting Excellence within the Department of Accounting, Finance, and Management Information Systems in the College of Business at Prairie View A&M University.

### **Background Information:**

The Prairie View A&M University (PVAMU) Center of Accounting Excellence (CAE) will serve as a center for education, innovation and research in accounting. The primary goal of CAE will be to address the growing demand for accounting professionals, especially in communities that have significant needs for financial literacy and resources, by equipping students with the knowledge and skills to appear and pass professional examinations such as Certified Public Accountants (CPA) and the Certified Management Accountant (CMA) examinations.

Various activities will be organized or supported by the CAE, including the PVAMU Summer CPA Bootcamp, visits to and by accounting firms, accounting profession outreach campaigns, placement campaigns, and research projects on accounting-related topics especially focused on increasing accounting professionals in underrepresented communities.

The proposed CAE aligns with the mission of the College of Business (COB) to facilitate and enhance social mobility among students, residents of the local and regional community, and people in society at large through education, research and outreach activities that have real societal impact. The center will also contribute to the university's pursuit of the R-1 Carnegie classification.

### **A&M System Funding or Other Financial Implications:**

The CAE will leverage the success of the COB in attracting external funding from accounting firms, more specifically, the Big 4, which include Deloitte, EY (formerly Ernst & Young), PricewaterhouseCoopers (PwC), and KPMG, as well as other large accounting firms. The CAE will also seek financial support from various sources, including university endowments, government grants, philanthropic contributions, corporate sponsors, and alumni.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Imperative 1 by creating accounting outreach programs to create pathways from high school to the university and into industry. The proposed center also advances Strategic Imperative 3 by embedding educational and experiential opportunities for enhanced career mobility.

Agenda Item No.

**PRAIRIE VIEW A&M UNIVERSITY**

Office of the President

April 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center for Accounting Excellence

I recommend adoption of the following minute order:

**“The Center for Accounting Excellence is hereby established as an organizational unit of Prairie View A&M University within the Department of Accounting, Finance, and Management Information Systems in the College of Business.”**

Respectfully submitted,

Tomikia P. LeGrande  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**PRAIRIE VIEW A&M UNIVERSITY**  
Center for Accounting Excellence

**EXECUTIVE SUMMARY**

**1. Rationale for the Creation of the Center of Accounting Excellence**

The accounting profession is the backbone of the economy. All financial information necessary for decision-making is produced by an accounting system, irrespective of the organization that engages in economic activity. Accounting ensures that businesses and organizations provide transparent and accurate financial information. This transparency is crucial for building trust among investors, creditors, customers, and other stakeholders. It enables informed decision-making and fosters confidence in the economic system.

There has been a growing shortage of accountants in the industry. Some reasons for this shortage include an aging workforce and retirement, increasing importance of data analytics and information technology within the accounting field that have created a demand for professionals with a blend of traditional accounting skills and proficiency in new technologies, increased demand for non-traditional services such as advisory, cybersecurity, and sustainability reporting, educational pipeline issues, to name a few. In recent years, there has been a notable decline in student enrollment in accounting programs across the United States. According to a 2025 study by Boyle, Burger, and Mazumder (2025),<sup>1</sup> accounting degree completions have steadily decreased between 2016 and 2021, even as overall business and university enrollments remained stable or grew. This downward trend has raised concerns among educators and professional bodies, as it suggests waning student interest in accounting careers. Contributing factors include perceptions of limited career growth, stagnant wage trajectories compared to other business majors, and a lack of awareness about the evolving nature of the profession. Addressing this enrollment decline is a core objective of the CAE, which seeks to revitalize interest in accounting through targeted outreach, mentorship, and curriculum innovation. The CAE intends to leverage its existing capabilities of qualified accounting faculty as well as structured undergraduate and graduate programs in accounting to achieve this objective.

Accounting is extremely important for the economy. Of particular interest to the Prairie View A&M University (PVAMU) College of Business (COB) is accounting's role in small and medium-sized enterprises (SMEs). For SMEs, accounting is essential for managing finances, securing loans and ensuring profitability. By providing a clear picture of financial health, accounting supports the growth and sustainability of these businesses. The CAE will work together with the Small Business Development Center (SBDC) to help underrepresented entrepreneurs with essential accounting services.

**Program Description**

The COB will use resources provided by KPMG and Deloitte, two large accounting firms, to establish the CAE. The goals of the CAE will encompass the following broad areas:

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<sup>1</sup> Boyle, E. S., Burger, M., & Mazumder, R. (2025). Does accounting face a looming enrollment crisis? Journal of Accounting Education, 71, 100967.

### *Identification and mentorship of accounting majors at the undergraduate level*

An overwhelming majority of the COB students are first-generation college students who do not know what an accounting program consists of and how the program can help them advance their career. Moreover, many have wrong impressions of accounting, such as accounting is a math course and that they will not succeed in such a program. The CAE will work to identify students at the freshman and sophomore levels who have an aptitude for accounting and provide information to them regarding the accounting career pathway. These students will be assigned accounting faculty members as mentors through the PV Cares© Student Success Model. The students will have regular interaction with accounting professionals and CPAs, as well as visits to and internships with accounting firms. The CAE intends to begin training these students for the CPA and other professional certifications as early as their junior year.

### *Strengthening the graduate accounting program*

A recurring concern about the lack of interest in public accounting is the requirement of an extra year beyond a bachelor's degree (150-hour rule), which increases the financial burden on aspiring students as well as takes away a year of employment opportunity. The CAE will mitigate this concern with exam preparation as early as the third year. PVAMU's COB offers a rigorous Master of Science (M.S.) in Accounting program. Undergraduate students have an option to earn an M.S. degree in one year following the 4+1 Accounting program curriculum. The CAE will encourage students who were mentored throughout their undergraduate accounting program to enroll in the M.S. program. The CAE will help these students to apply for and secure scholarships for the graduate accounting program. Along with their graduate coursework, these students will be trained for CPA, CMA and other professional certifications. The M.S. degree will ensure that the students complete 150 semester credit hours of coursework, which is required to qualify for the CPA exam.

### *Professional exam training*

The CAE will organize bootcamps for training students for the CPA and other professional examinations. This includes selecting qualified faculty, providing students with study materials, room and board, as well as a stipend. As the CAE will integrate professional exam preparation at both undergraduate and graduate levels, the bootcamp will serve as a final test preparation guide to help students successfully complete the CPA and other professional examinations in the least possible time.

### *Outreach programs*

The CAE team will increase awareness about accounting programs among high school students. The team will visit high schools and provide students information about accounting careers in general and PVAMU's accounting programs. The team will also arrange events on campus for high school students where they can meet accounting professionals in addition to PVAMU faculty who will provide information on accounting career paths.

### *Research*

The CAE is uniquely positioned to provide research input as to why there is a severe underrepresentation of minority students in the accounting profession. In this regard, the CAE will be a thought leader in developing methods to increase participation of underrepresented

minorities in the accounting profession. While the above is the focus of CAE research, the center will also support faculty and Doctor of Business Administration (D.B.A.) students with their existing research agendas.

## **2. Impact on Education and Training of Students (Benefits to the Citizenry of the State)**

There are several institutions in the state of Texas that are well known for their accounting programs. However, compared to these institutes, PVAMU, being the second oldest institution of higher education in Texas and the oldest HBCU in the state, stands uniquely positioned to develop the next generation of accounting professionals. The quality of our faculty, our legacy in providing excellent and affordable education, as well as significant interest of public accounting firms in PVAMU graduates, ensure that the CAE will be successful in its mission and endeavors.

## **3. Sources and Expectations of Financial Support**

The CAE will require dedicated office space, technology infrastructure, and research facilities. The COB will initially support the CAE with office space and technology infrastructure. In addition, the accounting faculty at the COB will be members of the CAE and will support the CAE with their expertise in both teaching and research.

Funding will primarily come from public accounting firms and industry. Recently, KPMG and Deloitte donated close to \$1.5 million to the COB to strengthen its graduate accounting program. Considering the interest of public accounting firms in their employment pipeline, similarly situated companies will be identified for partnerships and funding opportunities to support CAE objectives.

In addition to focusing on the corporate sector, the CAE stands to benefit from individuals and alumni interested in promoting its mission. The CAE will encourage individuals and corporations to provide endowments that will help support the center in the long term. Finally, faculty members will be encouraged to write grant proposals to secure funding to support CAE's research objectives.

## **4. Governance and Advisory Structure**

The dean of the College of Business will appoint the director of the CAE. The CAE will be supported by the accounting faculty of the COB, as well as other faculty in allied disciplines. In addition, the CAE will be advised by a committee consisting of professionals from public accounting firms and the industry.

## **5. Mechanisms for Periodic Review**

The CAE will be reviewed at least once every three years by an external review committee. The review committee will provide its findings and recommendations to the dean, with a copy to the vice president for Research & Innovation.

Agenda Item No.

**TARLETON STATE UNIVERSITY**

Office of the President

June 11, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Tarleton State University

I recommend adoption of the following minute order:

**“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 Tarleton State University as set forth in the exhibit, Tenure List No. 25-04.”**

Respectfully submitted,

Dr. James Hurley  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**TARLETON STATE UNIVERSITY  
BACKGROUND OF FACULTY  
RECOMMENDED FOR ACADEMIC TENURE  
TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF AGRICULTURE AND NATURAL RESOURCES**

<u>Name</u>	<u>Present Rank Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective Date Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Adam Mitchell	Assistant Professor Wildlife and Natural Resources	6	0	September 1, 2025
Ph.D. (2019)	University of Delaware			
Su 2014 – Sp 2018 Sp 2019 – Present	University of Delaware Tarleton State University	Doctoral Research Assistant Assistant Professor		

Dr. Mitchell's area of expertise is entomology. His teaching is primarily in the area of wildlife science and entomology. He is student focused and adaptive in teaching by using student feedback to modify his teaching style. He consistently receives high praise and compliments from his students. Dr. Mitchell completed the first Tarleton cohort of the Academy of College and University Education. As further evidence of his commitment to teaching, he is a founding member of the Entomological Society of America's Formal and Informal Teaching working group. Dr. Mitchell's research interests include primarily entomology and pollinator ecology. In his time at Tarleton, he has proven to be one of our top researchers. He has published seven peer reviewed scientific articles. He has been awarded nearly \$2.9 million in external funds with \$1.7 million as principle investigator. He has mentored several master's students on external funding and is currently mentoring two doctoral students. Dr. Mitchell's professional service contributions are many. To name just a few, he has served on faculty search committees, faculty advisor for a student organization, hosted the FFA entomology contest, is active in multiple professional societies, is currently president-elect for the Society of Southwestern Entomologists, has given multiple community presentations, and has traveled to multiple states to educate others on entomology. To top this off, he was recently the recipient of Tarleton's Outstanding Junior Faculty Award at the college and university levels.

Dr. Mitchell has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

**COLLEGE OF EDUCATION**

<u>Name</u>	<u>Present Rank Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective Date Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Jesus Abrego	Professor Educational Leadership & Technology	0	>15	Upon Approval by the Board and Faculty Arrival
Ed.D. (2008)	University of Texas at Pan American			

Sp 2001 – Sp 2005	University of Texas at Brownsville	Lecturer
Fa 2005 – Fa 2012	University of Texas at Brownsville	Assistant Professor
Fa 2012 – Sp 2015	University of Texas at Brownsville	Associate Professor (tenured)
Fa 2015 – Sp 2021	The University of Texas Rio Grande Valley	Associate Professor (tenured)
Fa 2021 – Su 2025	The University of Texas Rio Grande Valley	Professor (tenured)
Fa 2023 – Su 2025	The University of Texas Rio Grande Valley	Interim Chair, Department of Organization and School of Leadership
Su 2025 – Present	Tarleton State University	Professor

Dr. Abrego's area of expertise is educational leadership, with a focus on professional learning communities, principal preparation, and teacher leadership. Dr. Abrego primarily teaches courses in educational leadership, including Organizational Leadership and Instructional Leadership. His teaching innovations include the use of mixed-reality simulations and collaborative projects with local school districts. He has received several recognitions for teaching excellence, including the College of Education's Outstanding Faculty Contributions to Continuous Improvement Award. Dr. Abrego's research interests center around professional learning communities, university-school partnerships, and continuous improvement in leadership preparation programs. He has co-authored multiple publications, including *The Administration & Supervision of Special Programs in Education* (5th ed.), where he contributed a chapter on teacher leadership. His work also includes studies on the role of principals in supporting teacher leaders and the impact of instructional coaching. Dr. Abrego has contributed extensively to the profession, serving on the board of the Texas Council of Professors of Educational Administration and as treasurer for the International Academy of Educational Leaders. His service also includes leadership in Council for the Accreditation of Educator Preparation accreditation efforts and participation in national research conferences.

Dr. Abrego has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

## COLLEGE OF HEALTH SCIENCES

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Thomas Darling	Professor Health and Human Performance	0	15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2008)	Oklahoma State University			
Fa 2010 – Su 2012 Fa 2012 – Su 2015 Fa 2015 – Su 2020 Fa 2020 – Sp 2025 Su 2025 – Present	Valdosta State University Oklahoma City University Oklahoma Baptist University Pfeiffer University Tarleton State University	Assistant Professor Associate Professor (Tenured 2015) Associate Professor Professor Professor		



Dr. Tom Darling is recommended for tenure as professor in the Department of Health and Human Performance. Upon his arrival, Dr. Darling will serve as the department head of Health and Human Performance. Dr. Darling's area of expertise lies in exercise oncology, disease management, health promotion, and human performance enhancement. His teaching experience spans both undergraduate and graduate levels in health, human performance and sport sciences. He has developed and evaluated programs and curricula, and his pedagogical approach is highlighted by his emphasis on engaged mentorship, empowerment and developing leaders.

Dr. Darling's research interests are focused on cancer rehabilitation, the role of the caregiver and rural health disparities, with a special interest in sensor technology, remote exercise monitoring and real-time assessment. He has been awarded over \$1.3 million in research and program funding. His pioneering work includes the development and implementation of the cancer rehabilitation programs. He has authored peer-reviewed publications in scientific journals such as the International Journal of Exercise Science, Journal of Supportive Oncology, Clinical Breast Cancer, and Cancer Causes and Control.

Dr. Darling's professional service includes over 18 years in leadership positions, including 12 years as a Division/Department Chair or Program Director/Coordinator for three universities. He has managed cash-positive budgets for 10 consecutive years. He has also served as an H1N1 Hero & Regional Coordinator for the New York State Department of Health.

Dr. Darling has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Girdhari Rijal	Assistant Professor Medical Lab Sciences, Public Health, and Nutrition Science	5	0	September 1, 2025
Ph.D. (2013)	Kyungpook National University			
Fa 2014 – Fa 2018 Fa 2019 – Su 2020 Fa 2020 – Present	Washington State University University of Texas at Dallas Tarleton State University	Postdoctoral Research Associate Research Scientist and Lab Manager Assistant Professor		

Dr. Rijal specializes in Medical Laboratory Sciences, with a focus on Medical Microbiology. His primary teaching responsibilities focus on medical microbiology, and he has successfully developed and delivered key courses in the Medical Laboratory Science program, including Medical Microbiology I and II. Students and colleagues recognize his depth of knowledge and enthusiasm for the subject matter. Dr. Rijal's commitment to student success is evident in his mentorship, which provides multiple opportunities for students to gain hands-on experience in research techniques within his laboratory. Dr. Rijal's research focuses on biofilm inflammation in breast cancer. He is an emerging bioengineering scientist recognized for his expertise in developing breast cancer models that contribute to ongoing scholarly advancements. Since 2020, he has demonstrated a strong research trajectory, publishing seven original peer-reviewed articles, a book chapter, and three peer-reviewed conference articles and delivering seven presentations at local, regional, national, and international conferences. Additionally, he has proactively secured external funding and submitted grant proposals to the Cancer Prevention and Research Institute of Texas and the Department of Defense for research support exceeding \$600,000. Dr. Rijal has made valuable professional service contributions, including serving

on the Institutional Biosafety Committee since 2020, acting as a safety officer within his department, college curriculum committee. He also contributes to the academic community as an editorial board member or ad hoc reviewer for peer-reviewed journals. Additionally, he has engaged in community service through organizations such as Blood Donors of America.

Dr. Rijal has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

## COLLEGE OF LIBERAL AND FINE ARTS

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Anne Widmayer	Professor English & Languages	0	23	Upon Approval by the Board and Faculty Arrival
Ph.D. (1999)	University of Michigan			
Fa 2002 – Sp 2008 Fa 2008 – Sp 2014	University of Wisconsin Washington County University of Wisconsin Washington County	Assistant Professor Associate Professor (Tenured 2014)		
Fa 2014 – Sp 2018 Fa 2018 – Sp 2024	University of Wisconsin Washington County University of Wisconsin-Milwaukee Washington County	Professor Professor		
Fa 2024 – Sp 2025	University of Wisconsin-Milwaukee Waukesha	Professor		
Su 2025 – Present	Tarleton State University	Professor		

Dr. Anne Widmayer is recommended for tenure as a professor in the Department of English and Languages. Upon her arrival, Dr. Widmayer will serve as department head of English and Languages. She comes to Tarleton State University as an accomplished scholar and educator. She has published two books, eight peer-reviewed articles and three book chapters, among other scholarly works. Furthermore, she was named a UW-System Fellow for the Institute for Research in the Humanities in 2022 and has been awarded over 52 grants and fellowships throughout her career. Her research and teaching cross disciplinary boundaries, encompassing literary criticism, performance studies and gender theory. She has taught and designed 24 courses, where she integrates her research into the classroom. By taking on the role of the principal actor, she provokes student reactions and refines their ideas through presenting alternative viewpoints that are designed to explore questions of genre or form, with reference to historical conditions, thus preparing them with an interdisciplinary approach to society. Her exemplary service is evidenced by her role as a professional reviewer for three publications, her position as faculty advisor for multiple student organizations, and her contributions to numerous department, college, division, university, and system committees.

Dr. Widmayer has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Paul Banda	Assistant Professor History, Geography & GIS	6	0	September 1, 2025
Ph.D. (2019)	West Virginia University			
Su 2016 – Su 2016 Fa 2012 – Su 2019 Fa 2019 – Present	West Virginia University West Virginia University Tarleton State University	Lecturer Graduate Teaching Instructor Assistant Professor		

Dr. Banda's areas of expertise are British Imperial History with a focus on Africa, the global Cold War, and political and economic conditions in former European colonial empires. His teaching is primarily in the area of world history with an emphasis on the twentieth century. Dr. Banda has proven to be an adaptive and dedicated teacher and makes significant teaching contributions to Tarleton and its students by offering history courses focusing on areas of the world outside of the United States. Dr. Banda's research agenda transcends national boundaries, focusing on international dynamics of colonial and post-colonial Africa in the Cold War era, especially in Malawi and its relationship with Great Britain and the United States. His work has been groundbreaking and sheds light on a region and time period that is relatively understudied in the United States. Dr. Banda is an effective and active researcher and scholar with an extensive record of peer-reviewed publications. Dr. Banda's professional service contributions include service as a blind reviewer for academic journals in his field. At Tarleton, he has served on the scholarship committee and as a representative on the Library Committee and the Strategic Planning Taskforce.

Dr. Banda has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Aaron George	Assistant Professor History, Geography & GIS	6	0	September 1, 2025
Ph.D. (2017)	Ohio State University			
Fa 2017 – Fa 2018 Su 2018 – Su 2019 Fa 2019 – Present	Ohio State University Tarleton State University Tarleton State University	Postdoctoral Fellow Instructor Assistant Professor		

Dr. George's area of expertise is United States history with an emphasis on the cultural and intellectual history of the twentieth century. His teaching is primarily in the United States history core area and in specialized thematic courses on the twentieth century. Dr. George is deeply informed about myriad facets of modern United States history and students comment often about how much new and unexpected history they learn in Dr. George's classes. Dr. George's research agenda centers on intellectual and cultural history around the concept of authenticity, especially at it relates to masculinity in the post-World War II era. His research is innovative and is shaping ways that historians and other scholars think about and frame the intellectual and cultural world of post-World War II America, as well as the effects of modern warfare on veterans after they return home. He is an active and productive scholar with a solid record of peer-reviewed publications. Dr. George's professional service

contributions include the faculty leadership role of Phi Alpha Theta, a History Honor Society. He has also offered service to the college by being a member of the Curriculum Committee and the Faculty Awards Committee.

Dr. George has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Lauryn Salazar	Professor Performing Arts	0	12	Upon Approval by the Board
Ph.D. (2011)	University of California, Los Angeles			
Fa 2013 – Sp 2014	University of California, Los Angeles	Lecturer		
Fa 2013 – Su 2019	Texas Tech University	Assistant Professor		
Fa 2019 – Fa 2024	Texas Tech University	Associate Professor		
Sp 2025 – Present	Tarleton State University	Professor		

Dr. Lauryn Salazar is an extraordinary musician, scholar and educator whose contributions to mariachi music have earned her national and international recognition. A Grammy Award nominee and winner, she is widely respected by her peers as a leading performer and scholar in the field. Her academic contributions include a forthcoming book on mariachi, along with a consistent record of scholarly output that enhances both the study and practice of the genre. As the harpist for the renowned Mariachi Divas, she maintains a rigorous performance schedule, demonstrating a deep commitment to her craft. Additionally, her work as an adjudicator and clinician underscores her influence in shaping the next generation of mariachi musicians. Perhaps most importantly, her devotion to students is evident in her service-oriented approach, particularly through her leadership and mentorship within the mariachi ensembles she leads. Her presence with tenure will undoubtedly elevate our university and accelerate the development of mariachi at Tarleton, inspiring students, colleagues, and community.

Dr. Salazar has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Galia Cohen	Assistant Professor Public Administration	5	1	September 1, 2025
Ph.D. (2014)	University of Texas at Dallas			
Fa 2010 – Su 2013	University of Texas at Dallas	Graduate Assistant		
Fa 2010 – Fa 2019	University of Texas at Dallas	Senior Lecturer		
Sp 2020 – Present	Tarleton State University	Assistant Professor		

Dr. Cohen serves as the inaugural department head in the Department of Public Administration, where she also teaches in the fields of human resource management, conflict negotiation, professional writing, capstone, and human resources management in the public sector. She is a dedicated teacher, as evidenced by her outstanding student evaluations. In addition to teaching courses, she has developed and launched a bachelors degree in Applied

Arts and Sciences in Public Administration. Dr. Cohen has also developed an accelerated program for undergraduate students, and created and implemented a capstone course in which students demonstrate knowledge through research and real life application. She has also served on masters committees. Dr. Cohen has worked with public-sector entities across the North and Central Texas areas to create valuable hands-on learning experiences for her students. Her research interests are primarily in the field of police administration from the angle of street-level bureaucrat theory. Since joining the faculty at Tarleton, she has published eight articles in peer-reviewed public administration and policy journals, two book chapters, one book review, and presented seven in-conference proceedings. She currently has three manuscripts in review and four projects in the design and survey stages. She has been the author of several newspaper and web-based articles. Dr. Cohen is active in service to the department, college and university. She also maintains professional memberships, participates in active service in professional organizations, and is a strong team player.

Dr. Cohen has behaved in a professional manner across her career and has not engaged in behavior that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

## COLLEGE OF SCIENCE AND MATHEMATICS

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Diane M. Stearns	Professor Chemistry, Geoscience and Physics	3	25	Upon Approval by the Board
Ph.D. (1991)	University of California, Berkeley			
Fa 1997 – Sp 2002 Fa 2002 – Sp 2006 Fa 2006 – Sp 2022 Fa 2022 – Present	Northern Arizona University Northern Arizona University Northern Arizona University Tarleton State University	Assistant Professor Associate Professor (Tenured 2006) Professor Professor		

Dr. Diane M. Stearns is recommended for tenure as a professor of Chemistry in the Department of Chemistry, Geoscience and Physics. Dr. Stearns has served as provost and executive vice president for Academic Affairs since June 2022. She came to Tarleton State University as an accomplished teacher, scholar and administrator, having taught or designed seven undergraduate and graduate courses, mentored 42 undergraduate and 22 graduate research students, and held administrative positions of associate vice president of Research, interim dean of Engineering, Informatics and Applied Sciences, and provost. Her scholarly activity has focused on both metal toxicology and faculty research development, includes 37 publications and book chapters, and has been supported by over \$32 million in research funding. She holds current Google Scholar metrics of 3056 citations/23 h-index/30 i-index. She was previously tenured at Northern Arizona University, promoted to associate professor in 2002 and full professor in 2006, within the Department of Chemistry and Biochemistry, and the Honors College.

Dr. Stearns has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Qiang Shi	Professor Mathematics	0	18	Upon Approval by the Board and Faculty Arrival
Ph.D. (2006)	University of Missouri-Columbia			
Fa 2007 – Sp 2013 Fa 2013 – Su 2019 Fa 2019 – Sp 2025 Su 2025 – Present	Emporia State University Emporia State University Emporia State University Tarleton State University	Assistant Professor Associate Professor (Tenured 2013) Professor Professor		

Dr. Qiang Shi is recommended for tenure as a professor in the Department of Mathematics. Upon his arrival, Dr. Shi will be the department head of Mathematics. Dr. Shi's area of expertise lies in wavelets and signal processing, harmonic analysis, partial differential equations, and Clifford analysis. His teaching experience at Emporia State University spans a wide range of courses, from foundational undergraduate mathematics like College Algebra and Calculus I to advanced graduate topics such as Wavelets and Vector Spaces. He has also developed new courses like Applied Differential Equations and Wavelets.

Dr. Shi's research is evidenced by his published articles in peer-reviewed journals, focusing on topics such as acoustic classification using wavelets and learning algorithms and transmission boundary problems for Dirac operators. He has also secured external grants for various projects, including those related to STEM enrichment programs and acoustic identification of bird species.

Dr. Shi has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

#### **DR. SAM PACK COLLEGE OF BUSINESS**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Natalya V. Delcoure	Professor Accounting, Finance, and Economics	0	24	Upon Approval by the Board and Faculty Arrival
DBA (2001)	Louisiana Tech University			
Fa 2001 – Sp 2006 Fa 2006 – Sp 2008 Su 2008 – Sp 2012 Su 2012 – Su 2013 Su 2013 – Sp 2025 Su 2025 – Present	University of South Alabama Sam Houston State University University of St. Thomas San Jose State University Texas A&M University-Kingsville Tarleton State University	Assistant Professor Assistant Professor Associate Professor (Tenured 2008) Professor Professor Professor		

Dr. Natalya V. Delcoure is recommended for tenure as a professor of Finance in the Department of Accounting, Finance, and Economics. Upon her arrival, Dr. Delcoure will be the dean of the Dr. Sam Pack College of Business.

Dr. Delcoure brings a distinguished record of teaching, scholarly productivity and academic leadership, having taught a wide range of undergraduate and graduate finance courses, including investment analysis, international financial management and financial institutions. Dr. Delcoure has demonstrated success in curriculum development and progression, achieving improvements in student retention rates. She has also established and launched market-demanded graduate programs and undergraduate academic offerings. Additionally, she oversaw the creation of a summer leadership business camp and a Banking and Business Career Fair to support student success and career placement.

Dr. Delcoure's research interests include financial innovations, international finance and financial markets. She has numerous refereed publications, with recent work focusing on the impact of student support services on online education, business student perceptions in online learning, and the impact of technology on business student success during the COVID-19 pandemic. She doubled the research budget at Texas A&M University-Kingsville to support faculty and staff development and secured various grants, including a USDA \$20 million grant and an IRS \$50,000 grant. She was recognized as the Southwest Finance Association and Federation of Business Disciplines "Educator of the Year" in 2016.

Dr. Delcoure brings exceptional administrative experience, having served as dean of the College of Business Administration at Texas A&M University-Kingsville for over a decade. There, she provided strategic leadership for more than 800 students and 40+ faculty and staff, successfully led Association to Advance Collegiate Schools of Business (AACSB) initial and reaffirmation accreditations, and doubled the college's endowment. She also launched several high-impact academic programs, strengthened industry and community partnerships, and secured over \$5 million in funding for facility and technology improvements. Dr. Delcoure has served on the Board of Directors for the AACSB International, chaired key committees, and participated in national and international efforts to advance innovation and excellence in business education.

Dr. Delcoure has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Bryn Brown	Assistant Professor Management	6	0	September 1, 2025
Ph.D. (2018)	University of Texas at Tyler			
Fa 2015 – Sp 2019 Fa 2016 – Sp 2019 Fa 2019 – Present	Tarleton State University University of Texas at Tyler Tarleton State University		Adjunct Instructor Adjunct Instructor Assistant Professor	

Dr. Brown's area of expertise is Human Resource Development, with a focus on organizational development, change management, and managerial coaching. Her teaching is primarily in the area of Human Resource Management and Organizational Behavior. She has made significant contributions to curriculum development, including the integration of Open Educational Resources) to reduce student costs and the creation of interactive e-learning modules using Articulate 360. Dr. Brown is known for her student engagement strategies, including the implementation of a Liquid Syllabus and the incorporation of generative AI tools into assignments to prepare students for evolving workplace technologies. She has also been recognized for her commitment to faculty development and mentorship, earning advanced certifications in effective instruction from the Academy of College and University Education (ACUE). Dr. Brown's research interests include managerial coaching, work engagement, measurement invariance, and the application of advanced statistical methods in Human Resource

Development. She has published multiple peer-reviewed journal articles in respected academic journals, including Human Resource Development International and Human Resource Development Quarterly. Her research has been presented at top-tier conferences such as the Academy of Human Resource Development and the Federation of Business Disciplines. She has secured competitive research grants, including the College of Business Societal Impact Summer Research Grant, and has actively collaborated with leading scholars in her field. Dr. Brown's professional service contributions have included serving as faculty advisor for the Society of Human Resource Management Student Chapter, chair of the College of Business (COB) Scholarship Committee, and a key member of the COB Curriculum Committee. She has also served as a faculty mentor in the New Faculty Academy and an ACUE Faculty Fellow for the Center for Educational Excellence. Additionally, she is an active reviewer for academic journals and conferences in her field.

Dr. Brown has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. David Cavazos	Associate Professor Management	5	10	September 1, 2025
Ph.D. (2006)	Texas Tech University			
Fa 2010 – Su 2016	University of New Mexico	Associate Professor		
Fa 2016 – Su 2020	James Madison University	Associate Professor		
Fa 2020 – Present	Tarleton State University	Associate Professor		

Dr. Cavazos's area of expertise is Strategic Management and Organizational Behavior, with a research focus on corporate reputation, regulatory compliance, and firm self-regulation. His teaching is primarily in the areas of Strategic Management, Evidence-Based Decision Making, and Organizational Behavior. He has demonstrated a commitment to innovative pedagogy, incorporating case studies, business simulations, and real-world applications into his courses. Dr. Cavazos is highly regarded by his students for his engaging teaching style, mentorship, and ability to create an inclusive and constructive learning environment. His courses emphasize critical thinking, decision-making and applied problem-solving, preparing students for leadership roles in business. He has also completed the Academy of College and University Education (ACUE) Effective Online Teaching Practices certification to enhance his instructional methodologies. Dr. Cavazos's research record is distinguished, with extensive peer-reviewed publications in high-impact journals such as Management Decision, Journal of Small Business Management, Advances in Business Research, and American Journal of Business. His research contributes significantly to the fields of firm strategy, regulatory oversight, and managerial decision-making. He has an H-index of 11 with over 500 citations, demonstrating the scholarly impact of his work. In addition to his publications, Dr. Cavazos has actively presented at premier academic conferences, including the Academy of Management and the Western Academy of Management. His research not only advances academic discourse but also informs best practices in industry and policy.

Dr. Cavazos's professional service contributions have been substantial. As the coordinator for the Master of Business Administration program and chair of the Faculty Qualifications Committee, he has played a vital role in shaping business education at Tarleton. He has been a key figure in the development of the College of Business doctoral program and has contributed to accreditation and curriculum development efforts. As an Associate Editor for the Journal of Management Inquiry, he has helped shape scholarship in the field. Additionally, his role as a board member for the Moore Statistics Foundation demonstrates his commitment to supporting research and



quantitative analysis in academia. His leadership and service extend beyond the institution, enhancing the reputation of the Dr. Sam Pack College of Business and Tarleton State University.

Dr. Cavazos has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Catalin Dinulescu	Assistant Professor Management	6	0	September 1, 2025
Ph.D. (2019)	University of North Texas			
Fa 2019 – Present	Tarleton State University		Assistant Professor	

Dr. Dinulescu’s area of expertise is Business Analytics, Decision Sciences, and Operations Management, with a focus on data-driven decision-making, predictive analytics, and artificial intelligence applications in business. His teaching is primarily in the areas of Business Analytics, Managerial Statistics and Operations Management. He has demonstrated a strong commitment to innovative pedagogy, integrating real-world business applications, case-based learning, and experiential projects into his courses. He has also developed and redesigned key courses such as Managing Operations & Services, Business Applied Data Mining, and Evidence-Based Decision Making, incorporating Open Educational Resources to enhance accessibility for students. Dr. Dinulescu actively mentors students through research projects and has led student teams in real-world consulting engagements, including business analytics initiatives for regional business development. Dr. Dinulescu’s research focuses on advanced analytics, decision-making models, and business intelligence. He has published extensively in high-impact peer-reviewed journals, including Behaviour & Information Technology, Journal of Computer Information Systems and Victims & Offenders. His research has been widely cited and recognized, contributing to the advancement of data science applications in business and management. He has successfully secured over \$1.3 million in external research grants, including funding from the United States Department of Agriculture and National Science Foundation, positioning him as a leader in interdisciplinary research. His research has been presented at top-tier conferences such as the Academy of Management and the Decision Sciences Institute, further establishing his academic reputation. Dr. Dinulescu’s professional service contributions have been substantial. He has served as Chair of the Dr. Sam Pack College of Business Ph.D. Program Development Committee, leading the establishment of the college’s first Ph.D. program. He has also played a pivotal role in the development of the Master of Science in Logistics and Supply Chain Management and contributed to the Assurance of Learning initiatives for Association to Advance Collegiate Schools of Business accreditation. As the Editor-in-Chief of Advances in Business Research Journal, he has helped shape the research landscape at Tarleton. Additionally, he has served as vice president of finance for the Southwest Decision Sciences Institute, strengthening Tarleton’s academic presence in the field. His leadership in faculty mentorship, strategic planning, and curriculum development has significantly enhanced the reputation and impact of the college.

Dr. Dinulescu has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Will Senn	Assistant Professor Marketing and Computer Information Systems	4	4	September 1, 2025
Ph.D. (2014)	University of Texas Rio Grande Valley			
Sp 2017 – Sp 2018 Fa 2018 – Sp 2021 Fa 2021 – Present	Texas Woman’s University Emporia State University Tarleton State University	Assistant Professor Assistant Professor Assistant Professor		

Dr. Senn’s area of expertise is Computer Information Systems, with a focus on business analytics, data science, information security, and software development. His teaching is primarily in the areas of Business Information Systems, Programming, and Database Management. He is recognized for his innovative teaching methodologies, which incorporate hands-on experiential learning, real-world programming projects, and state-of-the-art software development tools. His courses integrate Python, C#, PHP, and MySQL, ensuring students develop practical, in-demand technical skills. Dr. Senn has also played a pivotal role in developing and refining curriculum for graduate and undergraduate courses, including Managing Information Systems, System Analysis and Design, and Database and Data Management. His dedication to student success is evident in his consistently high teaching evaluations, with students praising his accessibility, engaging teaching style, and real-world applications of course content. Dr. Senn’s research focuses on information systems, health services, and the application of advanced analytics to decision sciences. He has published extensively in high-impact journals such as Healthcare, Journal of Psychological Research, Computers, Informatics, Nursing, and the International Journal of Human-Computer Interaction. His research on systematic literature reviews, sentiment analysis, and machine learning applications has been widely cited and recognized within the field. His work on public health data science, artificial intelligence, and consumer behavior in digital spaces has contributed to both academic scholarship and industry best practices. Dr. Senn has presented at national and international conferences, including the Decision Sciences Institute, Southwest Decision Sciences Institute (SWDSI), and the Hawaii International Conference on System Sciences, demonstrating a sustained commitment to advancing knowledge in his field. Dr. Senn’s professional service contributions are extensive. He currently serves as president-elect for the SWDSI and program chair for the 2024 SWDSI annual meeting. He has been an editor for the Education for Information journal and a reviewer for multiple academic journals and conferences. Within the university, he has served on key committees such as the Ph.D. in Business Task Force, Faculty Qualifications Committee, College of Business Faculty Recognition Committee and Scholarship Committee. At the department level, he has chaired multiple faculty search committees and facilitated the Master of Science in Information Systems program review. His leadership in accreditation, curriculum development, and faculty mentoring has significantly contributed to the advancement of the department and college.

Dr. Senn has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

## MAYFIELD COLLEGE OF ENGINEERING

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Thejas Sadashiva	Assistant Professor Computer Science and Electrical Engineering	5	5	September 1, 2025
Ph.D. (2019)	Florida International University			
Fa 2011 – Su 2016 Sp 2020 – Present	Siddaganga Institute of Technology Tarleton State University	Assistant Professor Assistant Professor		

Dr. Thejas Gubbi Sadashiva has taught a variety of lower and upper-division Computer Science courses since joining Tarleton, with outstanding student evaluations. His research agenda centers on Machine Learning and Online Fraud Detection. Since joining Tarleton, four of his papers were published in peer-reviewed international journals, and one was presented at the Association for Computing Machinery (ACM) Southeast Regional Conference. His notable achievements include a research paper that was selected and invited by the ACM to showcase on Kudos, and another paper that was featured in a ScienceDirect ELSVIER story “Curbing the clicking con: The automated detection of click fraud.” He has mentored over 40 undergraduates in research projects, with presentations at numerous local events. Dr. Sadashiva is active on multiple committees in the college and the department. He has served as a reviewer for numerous professional journals, as an organizer for several computing conferences, and as a consultant for Tarleton’s AI initiative. In 2024, he received the Mayfield College of Engineering Outstanding Junior Faculty Award, as well as the 5-year Milestone Badge from the Institute of Electrical and Electronics Engineers, the largest international professional organization in the field.

Dr. Gubbi Sadashiva has behaved in a professional manner across his career and has not engaged in behavior that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Modupe Mewomo	Associate Professor Engineering Technology	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2016)	University of Pretoria			
Sp 2018 – Fa 2024 Sp 2024 – Su 2024 Su 2025 – Present	Durban University of Technology Durban University of Technology Tarleton State University	Senior Lecturer Associate Professor Associate Professor		

Dr. Modupe Mewomo is recommended for tenure as associate professor of Construction Science and Management in the Department of Engineering Technology.

Dr. Mewomo's area of expertise encompasses Building Information Modelling, Smart Construction, Green Building, Construction Management, Construction Law, Dispute Resolution, and Emerging Technologies in

Construction. Her teaching experience spans foundational and advanced topics within these fields, utilizing modern tools such as Moodle Learn, Zoom and Microsoft Teams. She has held significant academic leadership roles, including chair of department at Durban University of Technology from April 2022 to February 2024.

A prolific researcher, Dr. Mewomo has a Google Scholar h-index of 10, an i10 index of 11 and 313 citations. On Scopus, her h-index is 8, with 134 citations across 99 journals. She has authored numerous refereed journal articles and conference proceedings, with her work published in Q1, Q2 and Department of Higher Education and Training Accredited Journals. Her research contributions include studies on barriers to the adoption of innovative building materials and smart building technology, critical factors influencing indoor environmental quality, and the application of digital technologies in green buildings. She has also secured significant funding, including grants from the Royal Academy of Engineering and the Chinese Government for renewable energy applications in buildings.

Dr. Mewomo's professional service includes serving as a chairperson for the Accreditation Panel to Walter Sisulu University in 2023 and as a speaker on community engagement. She also holds various committee memberships, such as the Building and Land Committee for Deeper Life Bible Church, South Africa and the Ire Akari Community Development Association.

Dr. Mewomo has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Boong Ryoo	Full Professor Engineering Technology	0	21	Upon Approval by the Board and Faculty Arrival
Ph.D. (1995)	University of Wisconsin-Madison			
Su 2004 – Su 2008	Florida International University	Assistant Professor		
Fa 2008 – Su 2015	Texas A&M University	Assistant Professor		
Fa 2015 – Sp 2024	Texas A&M University	Associate Professor (Tenured 2015)		
Su 2024 – Sp 2025	Missouri Western State University	Professor		
Su 2025 – Present	Tarleton State University	Professor		

Dr. Boong Ryoo is recommended for tenure as professor in the Department of Engineering Technology. Upon his arrival, Dr. Ryoo will serve as the department head of Engineering Technology. Dr. Ryoo's area of expertise includes construction engineering and management, digital twins, Artificial Intelligence (AI) applications in construction, and infrastructure informatics. He brings more than three decades of academic and industry experience across the United States, South Korea, and internationally. At Texas A&M University, he served nearly 16 years as a tenure-track assistant and tenured associate professor in the Department of Construction Science and was instrumental in developing teaching and research innovations that bridged civil engineering and computer science.

His scholarly contributions include over 25 peer-reviewed journal papers, over 50 conference presentations, and four books. His work spans critical areas such as deep learning models for construction workforce prediction, integration of AI and digital twin systems, and automation in construction robotics. Dr. Ryoo holds several software copyrights for engineering management systems. He has served in editorial leadership roles for journals including Automation in Construction and the Journal of Construction Engineering and Project Management.

As a licensed professional in Korea and an accomplished academic in the United States, Dr. Ryoo's contributions are deeply aligned with Tarleton State University's applied research, national defense and workforce development mission. His leadership in multidisciplinary projects, educational initiatives and international academic outreach positions him as a strategic asset to national economic competitiveness and potentially national defense applications through the lens of resilient infrastructure systems and smart construction technologies.

Dr. Ryoo has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Reza N. Jazar	Professor Mechanical, Environmental, and Civil Engineering	0	24	Upon Approval by the Board and Faculty Arrival
Ph.D. (1997)	Sharif University of Technology			
Fa 2001 – Su 2006 Fa 2006 – Su 2009 Fa 2010 – Sp 2025 Su 2025 – Present	North Dakota State University Manhattan College Royal Melbourne Institute of Technology University Tarleton State University	Assistant Professor Associate Professor (Tenured 2006) Professor Professor		

Dr. Rez N. Jazar is recommended for tenure as professor in the Department of Mechanical, Environmental, and Civil Engineering. Upon his arrival, Dr. Jazar will serve as the department head of Mechanical, Environmental, and Civil Engineering.

Dr. Jazar's area of expertise is in nonlinear dynamic systems, vehicle dynamics, robotics, and applied mechanical engineering. His teaching spans foundational undergraduate courses and advanced graduate topics such as nonlinear dynamics, perturbation methods and autonomous vehicle systems. He has taught at prestigious institutions worldwide and has developed more than 20 courses and multiple academic programs across the United States, Canada, Australia, and Asia. His pedagogical approach emphasizes high academic standards, innovation, and relevance to real-world challenges.

Dr. Jazar's research interests lie at the intersection of mechanical systems, vehicle stability, autonomous driving, Micro-Electro-Mechanical Systems, and smart nonlinear systems. He is ranked among the top 0.5% of mechanical engineering researchers globally and has authored over 25 books and 150 journal articles, many of which are used as global standards in their fields. His pioneering work includes the autodrivers algorithm for autonomous vehicles, mathematical models for tire-road separation, and innovations in smart vehicle control, making him a strategic asset to national security and defense applications. He has led major projects funded by government and industry and has supervised more than 50 doctoral students. With more than 11,000 citations and H-citation index of 46, he will become the top cited professor at Tarleton State University.

Dr. Jazar's professional service includes founding and serving as editor-in-chief of the International Journal of Nonlinear Engineering, serving on multiple editorial boards and organizing major international conferences. He has consulted for global automotive companies such as Nissan, Kia and Renault, and brings extensive leadership experience from his role as associate dean and discipline head at the Royal Melbourne Institute of Technology University, where he managed over 2,000 students and 40 faculty. His return to the United States, as a U.S.

citizen, brings a globally recognized expert back into the national academic and innovation ecosystem at a time when advanced research in autonomous systems and vehicle dynamics is critical to U.S. defense priorities.

Dr. Jazar has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

<b>Name</b>	<b>Present Rank Department</b>	<b>Yrs. Towards Tenure*</b>		<b>Effective Date Tenure</b>
		<b>Univ.</b>	<b>Other Inst.</b>	
Dr. Abolghassem Zabihollah	Assistant Professor Mechanical, Environmental, and Civil Engineering	2	6	September 1, 2025
Ph.D. (2007)	Concordia University			
Su 2019 – Su 2020 Sp 2022 – Fa 2023 Fa 2023 – Present	Okanagan College Tarleton State University Tarleton State University	Lecturer Lecturer Associate Professor		

Dr. Zabihollah specializes in mechanical engineering, with a focus on vibration control and the biomedical applications of smart materials and systems. His teaching primarily covers mechanical design and vibration systems, and he demonstrates excellence in both face-to-face and online learning environments. He is particularly skilled at simplifying and conveying complex concepts in courses such as Physics, Mechanics of Materials, Statics, Dynamics, and Mechanical Design. Additionally, he has successfully taught specialized courses, including Viscous Fluid Flow, Machine Design, Thermal-Fluids System Design, and Vibrations.

Dr. Zabihollah's research interests align with his expertise in vibration control and the biomedical applications of smart materials and systems. Since joining the University in 2022, he has published over nine peer-reviewed papers and secured two research grants. He has also submitted seven grant proposals to agencies such as the Department of Defense, National Science Foundation, and National Institutes of Health. Actively engaging students in research, he has mentored several undergraduate students who have already contributed to peer-reviewed publications. Beyond his teaching and research, Dr. Zabihollah is committed to professional and university service. He has served on program committees, advised the American Society of Mechanical Engineers student chapter, and is a member of SPIE, the international society for optics and photonics. His university service includes participation in both the commencement and recruiting committees.

Dr. Zabihollah has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01* section 4.3.

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

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Dr. James Hurley, President  
Tarleton State University

**Subject:** Establishment of the Center for Leadership and Strategic Studies

### **Proposed Board Action:**

Establish the Center for Leadership and Strategic Studies within the College of Leadership and Military Studies at Tarleton State University.

### **Background Information:**

The proposed Center for Leadership and Strategic Studies (CLSS) is an exciting opportunity for Tarleton State University (Tarleton) to further provide life-changing student experiences nested within a forum committed to research, service and excellence. The CLSS is a multidisciplinary, student-centered approach designed to advance education and scholarship in a way that informs multiple audiences on defense, homeland security and public safety through the lens of leadership. The CLSS is proposed to organizationally align within the College of Leadership and Military Studies. This alignment permits the leveraging of existing baccalaureate degrees in Leadership and Strategic Studies housed within the College of Leadership and Military Studies.

### **A&M System Funding or Other Financial Implications:**

Estimated new costs over the first three years are \$243,182, and the estimated three-year revenue is \$250,000.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Imperative 5, to provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.

Agenda Item No.  
**TARLETON STATE UNIVERSITY**  
Office of the President  
May 15, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center for Leadership and Strategic Studies

I recommend adoption of the following minute order:

**“The Center for Leadership and Strategic Studies is hereby established as an organizational unit of Tarleton State University within the College of Leadership and Military Studies.”**

Respectfully submitted,

Dr. James Hurley  
President

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel



**Tarleton State University  
Center for Leadership and Strategic Studies**

**1. Rationale for a Center for Leadership and Strategic Studies**

The compelling reason for the creation of Tarleton's Center for Leadership and Strategic Studies (CLSS) is grounded in the reality of our times. From an ascendant China to a belligerent Russia, to failed wars in Iraq and Afghanistan, to emerging technologies that are dramatically changing the strategic landscape both foreign and domestic, the creation of the CLSS comes at a time when the world stage is turbulent, complex and American power is perceived by our adversaries as unraveling.

This strategic landscape positions the CLSS to explore, promote and discover new frontiers of leadership and strategic studies through a multidisciplinary approach. That frontier involves an examination of domestic and foreign policy and those political actors and the institutions that both make up the national security ecosystem and promote public safety for our communities. The CLSS will aim to increase awareness, knowledge and understanding of salient national security policy issues and how they will be addressed in the near- and long-term. The CLSS will foster analysis, recommendations and solutions that will create opportunities to confront the pressing national security problems of the day, as well as a hub to educate and train our leaders of tomorrow.

The establishment of the CLSS supports Tarleton's broader aim of achieving Senior Military College designation, an aim that reflects Tarleton's unique competency to build a community of leaders. Currently, within the United States, there are six senior military colleges: The Citadel; Norwich University; Virginia Military Institute; Virginia Tech; University of North Georgia; and Texas A&M University (Texas A&M). Similar to Texas A&M's Center of Ethical Leadership, each senior military college maintains a center in some form with a focus on leadership, security studies or cybersecurity. These areas of focus align with Tarleton's proposed CLSS and offer incredible opportunities for partnership and collaboration.

The creation of the CLSS will also assist Tarleton in building the structures and processes necessary to pursue the elective Carnegie Classification for Leadership for Public Purpose. This Carnegie classification requires coordinated institutional practices that enhance the development of ethical leadership committed to the public good. Achieving this classification is a mark of distinction and aligns with Tarleton's mission and goals in supporting students and communities across Texas through activities that promote research in leadership and the development of leaders to serve in fields related to public safety and national security.

**2. General Description and Mission and Vision**

The mission of Tarleton's CLSS is to:

Develop young leaders through a multidisciplinary approach to leadership and security studies by exploring foreign and domestic security trends through education, research and service.

The CLSS's vision is:

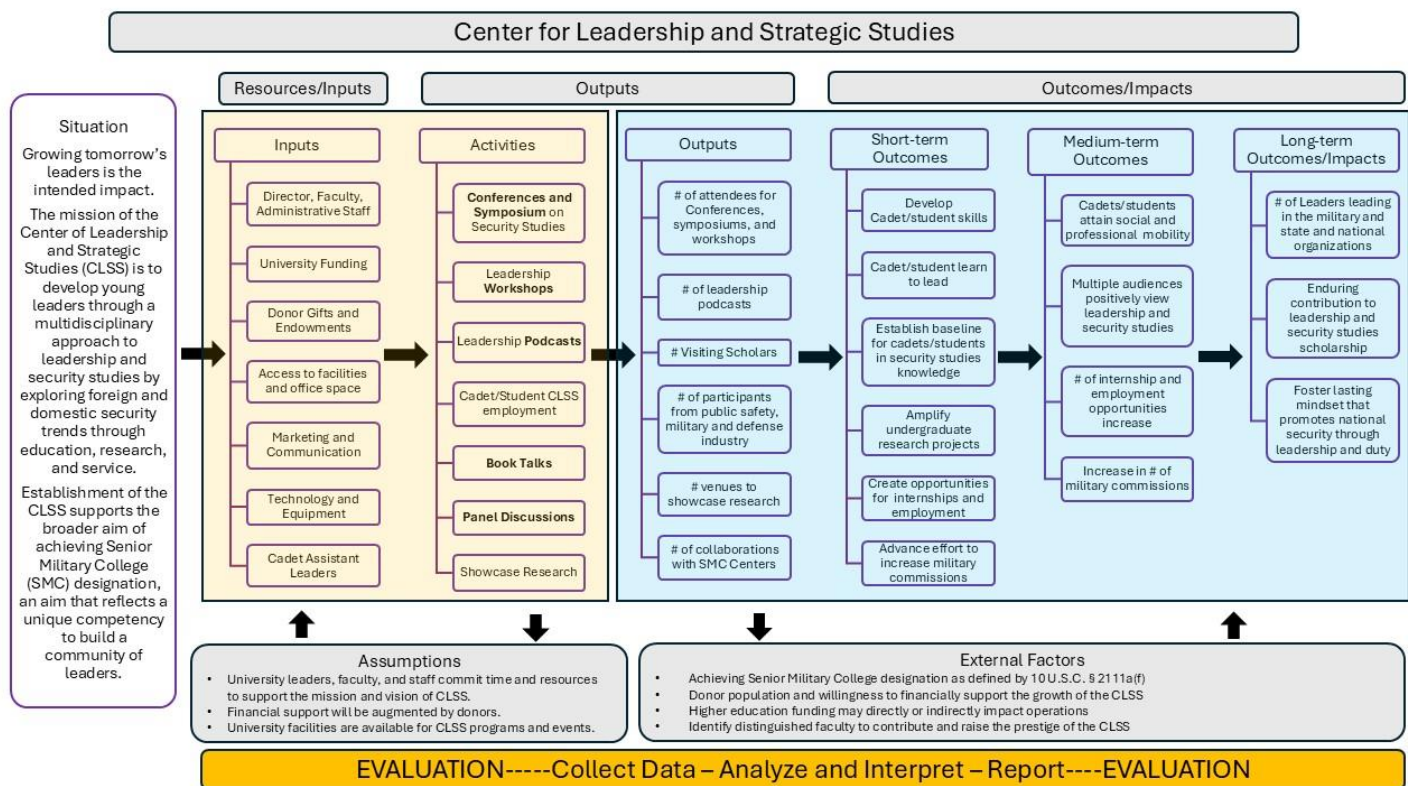
We aim to serve as a source for education, outreach and research in the fields of leadership and security studies by advancing practical knowledge through relevant activities that equip cadets and students to effectively influence, engage and lead.

## **Logic model and aims of the proposal**

The following logic model is designed to provide a road map describing the sequence of related events connecting the need for a CLSS with the center's desired results. The logic model serves as a visualization tool that is designed to create shared understanding and provide the program theory for what the CLSS will do and what it seeks to achieve.

This logic model shows the causal relationship between inputs/resources, activities, outputs, outcomes, and impacts. It describes the planned work (inputs and activities) with the intended results (outputs, outcomes, and impacts).

- **Resources/inputs.** These include the human, financial, organizational, and community resources a program has available to direct toward the work.
- **Activities.** These are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. It is what the program does with the resources.
- **Outputs.** These are the direct products of program activities and include leadership podcasts, symposiums, conferences, workshops, and book talks.
- **Outcomes.** These are the specific changes in the program participant's behavior, knowledge, skills, status, and level of functioning. There are three outcome categories:
  - Short-term outcomes are normally attainable within zero to three years and reflect a change of knowledge, attitude or skills.
  - Medium-term outcomes should be achievable within a four-to-six-year time frame and are normally represented with a change in behavior or action resulting from new knowledge.
  - Long-term outcomes are normally beyond seven years and reflect a change in life condition and/or status.
- **Impact.** This is the fundamental intended change occurring in organizations, communities, or systems.



### General description of the center or institute.

In support of its mission and vision, the CLSS will be administratively housed within Tarleton's College of Leadership and Military Studies. The college is where the CLSS will receive formal direction, direct budget allocations and guidance on the formal requirements for reporting and compliance with university policy.

Through this alignment with the college, the center's activities will serve to amplify existing educational, research and service activities already embedded within the college's three baccalaureate degrees in Leadership and Strategic Studies: the Bachelor of Arts, the Bachelor of Science and the Bachelor of Applied Arts and Sciences in Leadership and Strategic Studies. These baccalaureate degrees are multidisciplinary and provide a strong academic base for discovery and research in the broad fields related to leadership and security studies.

### 3. Potential Faculty Associated with the Center or Institute and Potential Intrasystem and Other Collaborations.

The CLSS will be faculty led by a director and an associate director with terminal degrees related to leadership or the broad fields of national security studies.

The CLSS is multidisciplinary in nature and, consequently, will support engagement with faculty from across Tarleton and beyond.

Faculty from Tarleton's College of Leadership and Military Studies, College of Liberal and Fine Arts and Mayfield College of Engineering maintain the academic expertise to contribute to the CLSS's public safety and security studies activities. The deans from each respective college will nominate faculty to serve as members of the CLSS, with each appointment approved by the provost and executive vice president of Academic Affairs. The CLSS's bylaws will outline procedures for

nominations and appointments as well as the CLSS's governance and day-to-day operations. These faculty members will collaborate in bringing to bear their unique disciplinary expertise, judgment and research in support of the center's vision. For a list of the initial Tarleton faculty associated with the CLSS, see Appendix A.

As part of the development of this proposal, several potential external partnerships have already been identified.

First, the CLSS has identified potential collaborations with the Hollingsworth Center of Ethical Leadership which is associated with the Texas A&M Corps of Cadets. There is a natural synergy with the Texas A&M's Center of Ethical Leadership and Tarleton's CLSS because both centers focus on leader development, and both are associated with their respective Corps of Cadets. Indeed, the CLSS supports the Texan Corps of Cadets' mission of developing leaders of character.

The MSC Student Conference on National Affairs (MSC SCONA) serves as another potential partner. The MSC SCONA hosts an annual conference where military cadets and students engage in discussions on important topics in national affairs. It features a collection of nationally recognized experts representing fields in economics, national security, law, and policy. MSC SCONA offers a valuable forum for students and cadets to encounter the challenges facing the United States and our allies. The Texan Corps of Cadets participate in the annual conference, and with the establishment of the CLSS, we imagine that this collaboration would only increase.

In addition, Norwich University, one of the six senior military colleges, has led an effort on behalf of all the senior military colleges to receive Department of Defense (DoD) funding to enhance cybersecurity programming and research. Now referred to as the DoD Senior Military College Cyber Institute, this consortium is a potential and likely partner that CLSS will seek to foster.

The CLSS also anticipates creating and promoting forums and knowledge exchanges focused on police, fire and emergency response professions. In addition, the CLSS will seek opportunities to partner with the Texas State Guard in support of its mission to provide first response and civil defense force capabilities in times of emergency.

#### **4. Potential Activities**

To support its mission and advance its vision, the CLSS will engage in a broad array of meaningful, publicly engaged activities including, but not limited to:

##### Conferences:

The CLSS will hold an annual conference. The CLSS's focus on security studies is by nature multidisciplinary, and consequently, is ripe for researchers and practitioners to present their work on the emerging national security trends of the day. For instance, a conference may focus on the implications of a peace treaty between the government of Ukraine and the government of Russia. Such a topic would involve presentations on the role of diplomacy, economic implications, the governments of Europe and their equities, and discussion on what the future holds for the United States' interests and national security.

##### Symposiums.

The CLSS will hold an annual symposium. The form and type of symposium that CLSS anticipates are one-day events that focus on presenters highlighting a narrow area of research of public interest within leadership and strategic studies.

#### Panel Discussions.

The CLSS will hold one panel discussion each academic year to highlight emerging trends and issues within the leadership and security studies landscape.

#### Leadership Podcasts.

The CLSS will record monthly leadership podcasts on leadership subjects that are of public interest.

#### Book Talks.

The CLSS will host book talks by authors who have published works in the fields of leadership and security studies. These book talks will be free and open to the public.

#### Leadership Workshops.

The CLSS will host short, interactive workshops focused on enhancing practical leadership skills and development. The target audience will be people interested in service associated with public safety, public health, the military, or defense sector industry.

The CLSS will also maintain a robust website that showcases its activities and highlights its contribution to students, cadets and the public. The CLSS will also maintain social media channels to message its activities to the public.

### **5. Impact on Education and Training of Students**

As reflected in its mission, Tarleton's CLSS is committed to providing formal structures that will create distinctive and empowering academic experiences for students that will help them build successful future career pathways.

The CLSS will strongly support the educational and research mission of the three baccalaureate offerings within the College of Leadership and Military Studies: the Bachelor of Arts, the Bachelor of Science and the Bachelor of Applied Arts and Sciences in Leadership and Strategic Studies. The CLSS is structured to amplify and enrich the educational and research efforts of these programs through its work organizing and hosting conferences, symposia, panel discussions, leadership podcasts, leadership workshops, and book talks.

Students and cadets enrolled in Tarleton's Leadership Studies Capstone Course will have the opportunity to conduct undergraduate research. CLSS will help students coordinate presenting their research at professional environments such as Tarleton's research forums, DoD combatant commands and agencies, and the CLSS' academically aligned partner institutions.

In addition, the CLSS will host a digital repository for undergraduate research and faculty research associated with leadership and strategic studies.

CLSS will leverage its advisory board to assist with identifying meaningful experiences for students in the security studies and public safety sectors such as pathways for student internships and employment.

Cadets/students will also have the opportunity to work within the CLSS. In this capacity, students will directly support the CLSS's operations and planning.

### **6. Resource Requirements**

The CLSS anticipates a base budget of \$25,000 for operations. The budget model anticipates revenue derived from university funds and charitable gifts.

Anticipated expenses are those normally associated with a center or institute including office supplies, equipment purchases, travel costs, marketing and outreach, and external contractual services. The primary funded activities will be conferences, symposiums, panel discussions, book talks, leadership workshops and leadership podcasts.

The space requirements and equipment needed for the CLSS are de minimis. Existing space in Tarleton's Traditions South building, where the College of Leadership and Military Studies and the Corps of Cadets reside, can be repurposed to accommodate the essential functions of the CLSS. Like the physical space, the college's office equipment can serve as dual use for the CLSS.

The CLSS anticipates hiring an associate director with a terminal degree related to leadership or the broad fields of national security studies. The associate director's anticipated position description will focus on teaching, research and assigned duties as the associate director of the CLSS. A principle focus of the associate director will be to coordinate institutional activities that advance achievement of the elective Carnegie Classification for Leadership for a Public Purpose.

## **7. Sources of Future Expectations of Financial Support**

The CLSS anticipates receiving significant external funding to support its operations. As one example, a Tarleton donor has extended a gift to create a fund, named the Paula Matzen Cadet Leader Endowment. This generous gift will financially support cadet or student assistant leaders selected to work in the CLSS. In addition, and in coordination with Tarleton's Office of Institutional Advancement, the CLSS anticipates identifying donors to financially support the CLSS through naming gifts. That is, the CLSS anticipates an emergence of donors who desire extending a gift not only to show an expression of civic responsibility and answering the cause to prepare the next generation of leaders, but also as an exchange for the reputational value a donor receives when associating their name with an organization that has driven mission-value. The CLSS's mission and goals position it to offer naming rights for the following non-exhaustive list:

- The Center of Leadership and Strategic Studies
- Director of the Center of Leadership and Strategic Studies
- Associate Director of the Center of Leadership and Strategic Studies
- Endowed Chair in Leadership
- Endowed Chair in Space
- Endowed Chair Homeland Security and Public Safety
- Endowed Chair in International and Foreign Affairs
- Endowed Chair in Cybersecurity
- Endowed Chair in Artificial Intelligence

## **8. Governance and Advisory Structure**

The CLSS will be led by a director and an associate director with support staff. Figure 1 is a proposed organizational chart that highlights lines of responsibility and proposed research, education and service efforts. Highlighted in red is the Carnegie Elective Classification for Leadership for a Public Purpose and its alignment with the CLSS's primary lines of effort.

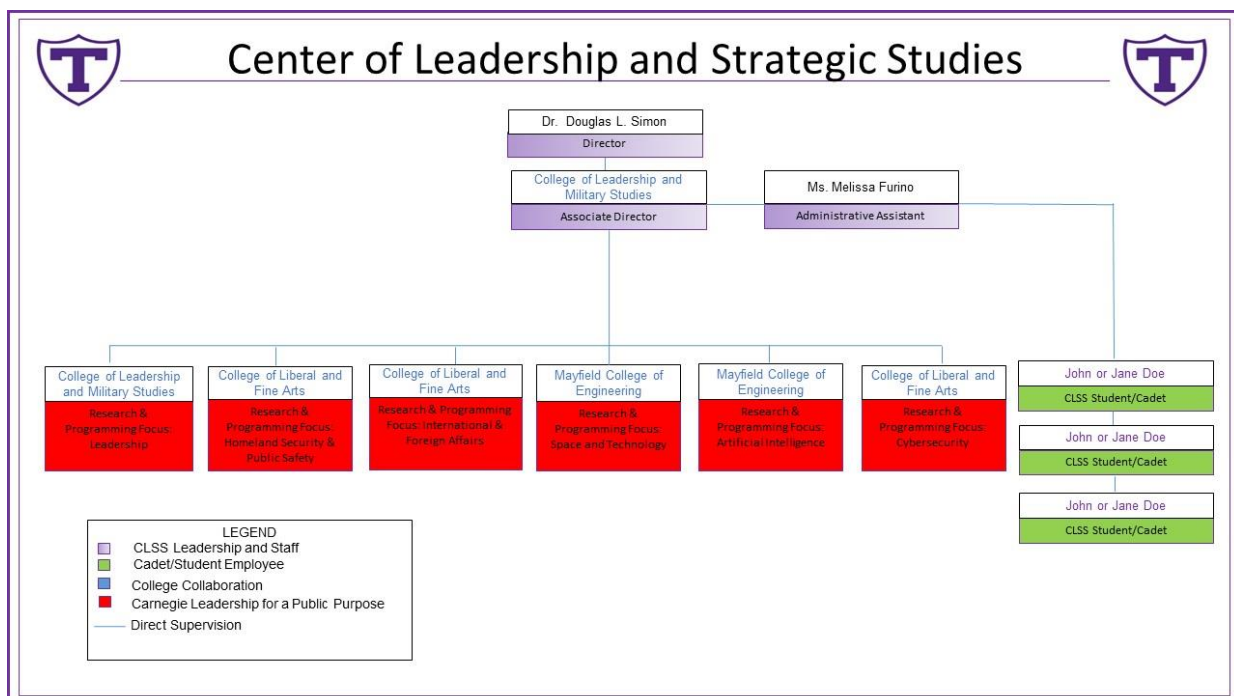
The dean of the College of Leadership and Military Studies is proposed to also serve as the director of the CLSS. The dual-hat nature of the dean and the director will minimize the cost of the CLSS in its early formation and permit seamless continuity and alignment of operations between the

college and CLSS. Once the CLSS builds additional structure and funding, the director position would gain role independence.

The director will lead and provide vision to the CLSS. The roles, responsibilities, and position requirements of the director include:

- Establish a Board of Advisors composed of scholars and accomplished leaders whose expertise can assist with preparing the next generation of military and civic leaders.
- Draft and propose the CLSS's bylaws and procedures for faculty appointments.
- Develop institutional procedures that structurally embed the elective Carnegie Classification for Leadership for a Public Purpose lines of efforts in the university's culture and practices.
- Coordinate hosting conferences, symposiums, workshops, leadership podcasts, leadership workshops and book talks that highlight the trends and challenges within the leadership and security studies ecosystem.
- Coordinate hosting of forums where distinguished leaders and scholars with expertise in leadership and security studies can share insight and knowledge.
- Promote network and outreach for cadets/students that develop into internships and employment opportunities.
- Showcase undergraduate and faculty research in fields related to security studies and leadership.
- Engage in efforts to identify external funding sources.
- Promote and coordinate a variety of media platforms and engagements that highlight current trends in the broad field of leadership for public purposes and security studies.

Figure 1. Center of Leadership and Strategic Studies organizational structure.



The associate director of the CLSS is proposed as a faculty position from within the College of Leadership and Military Studies. This faculty position will hold a reasonable and adequate percentage of the reassigned time to manage the day-to-day operations of the CLSS. The associate director will serve as the principal administrator to lead lines of effort to institutionalize procedures

and practices that lead to achieving the elective Carnegie Classification for Leadership for a Public Purpose.

The administrative support for the CLSS will be provided by the administrative assistant from the College of Leadership and Military Studies.

The CLSS will develop an advisory board comprised of members who hold expertise and insight related to leadership, the military and the defense and public safety sectors. The board's principle charge will be to provide guidance and advice on strategic decisions, identify opportunities and address issues related to the mission, vision, and goals of the CLSS.

## **9. Mechanisms for Periodic Review**

The CLSS will maintain year-to-year formative evaluation and summative evaluation every five years with the first summative evaluation occurring five years after the CLSS's creation. These evaluation reports will be provided to the dean of the College of Leadership and Military Studies and to the provost.

Periodic program evaluation ensures scarce funds are used in a way that delivers accountability and results. To do that, the CLSS will assess its program and activities by examining the financial and organizational resources invested, the planned activities and events, the number of events held, and the individuals served, and the impact of these activities. With the latter, the assessment model will collect data on the perspectives and impressions of individuals and stakeholders who participate in the CLSS's activities and events. The goal of collecting these data is to measure whether the CLSS is accomplishing its mission, but equally, whether programmatic changes or improvements are needed.

## **Appendix A Faculty Associated with the CLSS**

Proposed Director of The Center of Leadership and Strategic Studies

### **Dr. Douglas L. Simon**

Dean of the College of Leadership and Military Studies & the Commandant of Cadets, Tarleton State University

With 36 years of military service, Colonel Simon serves as Deputy Legal counsel at United States Strategic Command.

#### **Education**

- Ph.D. Sociology; South Dakota State University (2017)
- M.P.A. Public Administration; University of South Dakota (1998)
- Graduate of the Army War College Fellowship Program (2020) where he studied law and policy within the fields of cyber and national security law at the University of Texas Lyndon Baines Johnson School of Public Affairs
- Received his Master's in Law (LL.M) with a specialization in Military Law from the Judge Advocate General's Legal Center and School.

Proposed Associate Director of The Center of Leadership and Strategic Studies



**Dr. Christopher Copeland**

Associate Professor of Criminal Justice, Tarleton State University  
Director of the Institute for Homeland Security and Cybercrime

**Education**

- D.Sc. Information Systems; Dakota State University (2016)
- M.A. Criminology and Criminal Justice; Dakota State University (2005)

**Key experience:**

- Fulbright Specialist in Cybersecurity and Critical Infrastructure (2022–2025)

**Dr. Ed Dittfurth**

Associate Professor of Management, Tarleton State University

**Education**

- Ed.D. Educational Leadership; Tarleton State University (2015)
- M.S. Management and Leadership; Tarleton State University (2011)

**Dr. Matthew W. Hallgarth**

Associate Professor of Philosophy and Religious Studies, Tarleton State University

**Education**

- Ph.D. Philosophy; University of Florida (2003)
- M.A. History; Tarleton State University (2004)

**Dr. Nathaniel Cogley**

Associate Professor of Political Science, Tarleton State University

**Education**

- Ph.D. Political Science; Yale University (2013)
- M.A. Political Science; Yale University (2006)

**Key experience:**

- Deputy Director for Policy at the U.S. Census Bureau (2020–2021)
- Senior Advisor to the Office of the Deputy Secretary of Commerce (2020)

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Dr. James Hurley, President  
Tarleton State University

**Subject:** Approval of a New Master of Science Degree Program with a Major in Sport Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Tarleton State University (Tarleton) leading to a Master of Science (M.S.) with a major in Sport Management, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

**Background Information:**

The proposed Master of Science (M.S.) in Sport Management (SPMA) program is a 30-semester credit hour program that will provide students with the skills and expertise necessary for more advanced and leadership-oriented roles. The graduate degree program delves deep into essential areas such as sales, finance, communications, ethics, and legal issues, which are critical components for those seeking to thrive in higher-level positions within the industry. By fostering a comprehensive understanding of these topics, the program ensures that students are well-prepared to navigate complex challenges in the rapidly evolving sports business landscape. The M.S. program will be offered 100% online.

**A&M System Funding or Other Financial Implications:**

Estimated new costs over the first five years are \$2,664,487, and the estimated five-year funding is \$5,003,039.

**Strategic Plan Imperative(s) this Item Advances:**

The proposed M.S. aligns with The Texas A&M University System strategic plan imperative 3 by preparing students for long-term careers in fast-growing fields.

Agenda Item No.

**TARLETON STATE UNIVERSITY**

Office of the President

May 15, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Master of Science Degree Program with a Major in Sport Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 Master of Science Degree Program with a Major in Sport Management.**

**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.”**

Respectfully submitted,

Dr. James Hurley  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Tarleton State University**

Master of Science  
with a major in Sport Management  
(CIP 31.0504.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: College of Health Sciences, School of Kinesiology

The proposed Master of Science (M.S.) in Sport Management (SPMA) program is a 30-semester credit hour program that will provide students with distinct advantages by equipping them with the skills and expertise necessary for more advanced and leadership-oriented roles. The graduate degree program delves deep into essential areas such as sales, finance, communications, ethics, and legal issues, which are critical components for those seeking to thrive in higher-level positions within the industry. By fostering a comprehensive understanding of these topics, the program ensures that students are well-prepared to navigate complex challenges in the rapidly evolving sports business landscape.

The M.S. in SPMA degree includes a semester-long internship, providing students with invaluable hands-on experience. This immersive opportunity not only reinforces theoretical knowledge but also enhances students' professional networks and increases their competitiveness in the job market. Graduates are better positioned to secure lucrative and influential roles in the business of sports, ultimately advancing their careers and contributing to the ongoing growth of the industry. The M.S. program will be offered 100% online.

*Educational objectives:*

1. Students will develop a comprehensive understanding of the principles and theories underlying the diverse sport management industry including the legal aspects, marketing strategies, event management, and finance.
2. Students will critically evaluate new research, technologies, and industry trends to remain at the forefront of the sport management field.
3. Students will apply evidence-based practices within sports organizations, translating research findings into practical applications to improve organizational or team outcomes.
4. Students will demonstrate the ability to analyze research literature, identify gaps in knowledge, and formulate research questions to address those gaps within sport organizations.
5. Students will utilize critical thinking skills to solve complex problems and adapt to the ever-changing ecosystem within the sport industry.
6. Students will demonstrate proficiency in both written and verbal communication, particularly in conveying complex information clearly to diverse stakeholders (athletes, fans, sponsors, media, and employees).

The proposed implementation date is spring 2026.

Tarleton State University (Tarleton) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs.

## **I. NEED**

### **A. Employment Opportunities**

The job market for Sport Management majors in the United States is currently strong and growing. A recent search on Indeed.com revealed over 6,000 open positions nationwide for “Sport Management” roles, spanning various industries such as collegiate athletics, professional sports organizations, recreational services, and corporate marketing departments. In Texas, more than 300 opportunities were listed, showing that regional markets also support robust hiring. According to the Bureau of Labor Statistics, related occupations reflect positive employment trends: Administrative Services and Facilities Managers hold 397,300 jobs with projected growth of 6% (faster than average); Postsecondary Education Administrators—who often oversee athletic programs—hold 216,400 jobs with 3% growth (as fast as average); Entertainment and Recreation Managers hold 358,000 jobs with projected growth of 11% (much faster than average); and Sales Managers, relevant to sports marketing roles, have 584,800 jobs and a 6% growth outlook. These statistics suggest a diverse and expanding career field for Sport Management graduates, with a steady demand across multiple sectors.

### **B. Projected Enrollment**

The program will have a projected cumulative headcount of 32 students in year one, 37 students in year two, 39 students in year three, 41 students in year four, and 43 students in year five.

### **C. Existing State Programs**

There are eight public Texas universities that currently offer similar master’s level degrees in the field of sport management/administration. The universities that offer these programs are Angelo State University, Midwestern State University, Sam Houston State University, Sul Ross State University, Texas A&M University, Texas Tech University, University of Houston, University of Houston-Victoria.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

Eight current faculty members and two newly hired associate professors will provide core and support roles in the proposed degree. The two new associate professor faculty lines will be hired in year one of the program. The faculty lines will be \$97,020 each per year for the first five years of the program.

### **B. Program Administration**

Current administration is sufficient for this program.

### **C. Other Personnel**

There will be no other personnel hired for this program.

#### **D. Supplies, Materials**

Supplies and materials are requested in the amount of \$5,000 for the first year of the program, \$5,150 for year two, \$5,305 for year three, \$5,464 for year four, and \$5,628 for year five. This will be a \$26,547 total cost by the end of year five.

#### **E. Library**

Existing library resources will be sufficient. No additional library resources are anticipated.

#### **F. Equipment, Facilities**

Existing equipment and facilities will be sufficient. No additional equipment or facilities will be needed.

#### **G. Accreditation**

There will be no accreditation cost for this program.

### **III. NEW 5-YEAR COSTS & FUNDING SOURCES**

<b>NEW FIVE-YEAR COSTS</b>		<b>SOURCES OF FUNDING</b>	
Faculty	\$2,637,940	Formula Income	\$692,213
Program Administration	\$0	Statutory Tuition	\$469,950
Teaching Assistants	\$0	Reallocation	\$1,554,664
Supplies & Materials	\$26,547	Designated Tuition	\$1,816,262
Library & IT Resources	\$0	Other Funding:	
Equipment, Facilities	\$0	Board Authorized Tuition	\$469,950
Accreditation	\$0	Student Fees	\$0
<b>Estimated 5-Year Costs</b>	<b>\$2,664,487</b>	<b>Estimated 5-Year Funding</b>	<b>\$5,003,039</b>

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Dr. James Hurley, President  
Tarleton State University

**Subject:** Approval of a New Master of Science Degree Program with a Major in Exercise Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Tarleton State University (Tarleton), leading to a Master of Science (M.S.) with a major in Exercise Science, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

**Background Information:**

The proposed M.S. in Exercise Science (EXSC) program is a 36-semester credit hour program that will provide students with distinct advantages by equipping students with the skills and expertise necessary for working in the field of exercise science. The graduate degree program delves deep into essential areas such as exercise physiology, athletic performance evaluation, emerging technologies, research, and biomechanics. By fostering a comprehensive understanding of these topics, the program ensures that students are well-prepared to navigate complex challenges in fields such as healthcare, sports, military, and corporate wellness settings. The M.S. program will be offered on Tarleton's Fort Worth campus.

**A&M System Funding or Other Financial Implications:**

Estimated new costs over the first five years are \$822,227, and the estimated five-year funding is \$2,560,752.

**Strategic Plan Imperative(s) this Item Advances:**

The proposed M.S. aligns with The Texas A&M University System strategic plan imperative 3 by preparing students for long-term careers in a fast-growing field.

Agenda Item No.

**TARLETON STATE UNIVERSITY**

Office of the President

May 15, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Master of Science Degree Program with a Major in Exercise Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 Master of Science Degree Program with a Major in Exercise Science.**

**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.”**

Respectfully submitted,

Dr. James Hurley  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**Tarleton State University**

Master of Science  
with a major in Exercise Science  
(CIP 31.0505.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: College of Health Sciences, Department of Health and Human Performance

The proposed Master Science (M.S.) in Exercise Science (EXSC) program is a 36-semester credit hour program that will provide students with distinct advantages by equipping students with the skills and expertise necessary for working in the field of exercise science. The graduate degree program delves deep into essential areas such as exercise physiology, athletic performance evaluation, emerging technologies, research, and biomechanics. By fostering a comprehensive understanding of these topics, the program ensures that students are well-prepared to navigate complex challenges in fields such as healthcare, sports, military, and corporate wellness settings. The M.S. program will be offered on Tarleton's Fort Worth campus.

*Educational objectives:*

1. Students will apply fundamental and advanced concepts in exercise physiology, biomechanics, motor control, and sport performance to real-world settings.
2. Students will design, execute, and critically evaluate research in exercise science, applying appropriate methodologies and statistical analyses.
3. Students will utilize valid and reliable assessment techniques to evaluate physical fitness, athletic performance, and clinical populations.
4. Students will develop evidence-based exercise programs for diverse populations, including athletes, tactical personnel, and individuals with chronic conditions.
5. Students will utilize emerging technologies, such as wearable devices, motion capture, and metabolic analyzers, to assess and optimize human movement and health outcomes.
6. Students will effectively communicate exercise science concepts to professionals, clients, and the public through written, oral, and digital mediums.
7. Students will develop strategies to enhance physical activity, prevent disease, and improve quality of life across diverse populations.
8. Students will critically evaluate new research, technologies, and industry trends to remain at the forefront of exercise science and human performance.
9. Students will uphold ethical standards in research, clinical practice, and professional settings while demonstrating leadership in the field of exercise science.

The proposed implementation date is spring 2026.

Tarleton State University (Tarleton) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs. New costs during the first five years are estimated at less than \$1 million.

## **I. NEED**

### **A. Employment Opportunities**

The U.S. Bureau of Labor Statistics projects more than 1,600 job openings for exercise physiologists each year for the next decade in the United States. The Texas Workforce Commission states that, in Texas, there are more than 1,100 job openings, and the number of jobs will grow by 10% in the next 10 years. These positions will be available in healthcare, education, and private businesses. In the area of fitness training, there are more than 300,000 job openings in the nation, according to the U.S. Bureau of Labor Statistics. There are over 29,000 openings available in Texas. The strong workforce demand will ensure that graduates will have a variety of positions available to them upon graduation.

### **B. Projected Enrollment**

It is anticipated that this program will begin with a cohort of 10 students in year one of the program. The program will have a projected cumulative headcount of 10 students in year one, 15 students in year two, 20 students in year three, 24 students in year four, and 24 students in year five.

### **C. Existing State Programs**

There are 17 public Texas universities that currently offer similar master's level degrees in the field of exercise science with the CIP code 31.0505.00. The universities that offer these programs are East Texas A&M University, Lamar University, Sam Houston State University, Sul Ross State University, Texas A&M University, Texas A&M University-Kingsville, Texas A&M University-San Antonio, Texas State University, Texas Tech University, The University of Texas at Austin, The University of Texas at El Paso, The University of Texas at San Antonio, The University of Texas at Tyler, The University of Texas Permian Basin, University of Houston, University of North Texas, and West Texas A&M University. Out of the public universities listed, University of North Texas is within 100 miles of Tarleton State University's Fort Worth campus.

Tarleton does currently offer an M.S. in Kinesiology with this CIP code, but the university plans to discontinue this program in the future after administrative changes are implemented.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

Seven current faculty members will provide core and support roles in the proposed degree. There will be no new faculty hired.

### **B. Program Administration**

Current administration is sufficient for this program.

### **C. Other Personnel**

There will be no other personnel hired for this program.

#### **D. Supplies, Materials**

Supplies and materials are requested in the amount of \$5,000 for the first year of the program, \$5,125 for year two, \$5,253 for year three, \$5,384 for year four, and \$5,519 for year five. This will be a \$26,281 total cost by the end of year five.

#### **E. Library**

Existing library resources will be sufficient. No additional library resources are anticipated.

#### **F. Equipment, Facilities**

Existing equipment and facilities will be sufficient. No additional equipment or facilities will be needed.

#### **G. Accreditation**

There will be no accreditation cost for this program.

### **III. NEW 5-YEAR COSTS & FUNDING SOURCES**

<b>NEW FIVE-YEAR COSTS</b>		<b>SOURCES OF FUNDING</b>	
Faculty	\$795,946	Formula Income	\$258,726
Program Administration	\$0	Statutory Tuition	\$256,800
Teaching Assistants	\$0	Reallocation	\$795,946
Supplies & Materials	\$26,281	Designated Tuition	\$992,480
Library & IT Resources	\$0	Other Funding:	
Equipment, Facilities	\$0	Board Authorized Tuition	\$256,800
Accreditation	\$0	Student Fees	\$0
<b>Estimated 5-Year Costs</b>	<b>\$822,227</b>	<b>Estimated 5-Year Funding</b>	<b>\$2,560,752</b>

Agenda Item No.

**TEXAS A&M INTERNATIONAL UNIVERSITY**

Office of the President

May 16, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Texas A&M International University

I recommend adoption of the following minute order:

**“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. 25-04.”**

Respectfully submitted,

Juan J. Castillo  
Interim President

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

**TEXAS A&M INTERNATIONAL UNIVERSITY  
BACKGROUND OF FACULTY  
RECOMMENDED FOR ACADEMIC TENURE  
TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF NURSING AND HEALTH SCIENCES**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Levi Ross	Associate Professor and Director Public Health	0	20	Upon Approval by the Board and Faculty Arrival
Ph.D. (2004)	University of Alabama at Birmingham			
Fa 2006 – Sp 2008 Sp 2008 – Sp 2013 Fa 2013 – Su 2017 Fa 2017 – Fa 2021 Fa 2021 – Sp 2025 Su 2025 – Present	Florida A&M University Roswell Park Cancer Institute Georgia Southern University University of Alabama Southeastern Louisiana University Texas A&M International University	Assistant Professor Assistant Professor Associate Professor (Tenured 2013) Associate Professor Associate Professor Associate Professor		

Dr. Ross's research explores prostate cancer specifically, while examining other cancer and general health related issues like the COVID-19 vaccination rollout, the use of social networks in understanding cancer disparities, and PSA screenings for men with low health literacy. His work has generated 32 peer-reviewed articles, 18 peer-reviewed abstracts, eight invited presentations, 17 conference presentations, and 22 poster presentations. He has published two additional service-related publications. His research has secured almost 1.5 million dollars in grant funding. His research has informed his teaching agenda; he has taught courses at the graduate (master's and PhD) and undergraduate levels through multiple modalities (online and face-to-face). Courses taught include: Research methods in the health sciences, social determinants of health, health communication, and public health practice, to name just a few. Of all the classes he has taught, he created four of those classes. Dr. Ross has also engaged in service to the department, college, university, and discipline. He has contributed service to every university he has worked for, on committees ranging from comprehensive exam committees to search committees. Dr. Ross has served on numerous student dissertation and thesis committees. To his discipline, Dr. Ross has completed service to international conference planning committees, national association boards of directors, and served as the President of the American Association for Cancer Education. In the community, he has served on advisory committees, mostly in relation to cancer and cancer education.

To the best of our knowledge, Dr. Ross has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

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

## **AGENDA ITEM BRIEFING**

**Submitted by:** Juan J. Castillo, Interim President  
Texas A&M International University

**Subject:** Establishment of the Artificial Intelligence Center for Engineering

### **Proposed Board Action:**

Establish the Artificial Intelligence Center for Engineering (A.I. Center-Engineering) at Texas A&M International University (TAMIU) within the College of Arts and Sciences.

### **Background Information:**

As the world advances into the Fourth Industrial Revolution, A.I. has transformed from a mere tool into an essential component driving innovation across the United States workforce, especially in engineering. Traditional methods that focus solely on providing students with a theoretical understanding of A.I. are no longer sufficient to prepare them for the increasing demand to apply A.I. concepts and skills to innovate and succeed in their careers. Moreover, the power of A.I. applications now foster many possibilities for interdisciplinary approaches to engineering challenges. Consequently, evolving industry requirements and complex engineering issues necessitate a strong emphasis on training and equipping students and engineers with the necessary concepts and applications of A.I. TAMIU is strategically positioned to fulfill this role. In partnership with industry professionals, the physics-based Artificial Intelligence Center for Engineering (A.I. Center-Engineering) at TAMIU will serve as South Texas' virtual hub for A.I. innovation and education by offering a focused engineering curriculum, professional development opportunities, and transformative research related to A.I.

### **A&M System Funding or Other Financial Implications:**

The National Science Foundation has allocated \$399,855 to develop the A.I. capacity at TAMIU, particularly the A.I. Center-Engineering. It is sufficient to cover all expenses related to its activities for a period of two years.

### **Strategic Plan Imperatives and Strategic Plan Goals this Item Advances:**

The TAMIU A.I. Center-Engineering supports The Texas A&M University System's (A&M System) Strategic Imperative 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. It also supports Strategic Imperative 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.

Agenda Item No.  
Agenda Item Briefing

Likewise, the TAMIU A.I. Center-Engineering supports TAMIU's Strategic Plan Goal 1- Visionary Academic Programs and Faculty: TAMIU will provide innovative and dynamic programs that meet the needs of a changing global society, as well as Strategic Plan Goal 3-Advancing Research Excellence: TAMIU will create an interdisciplinary and collaborative research environment that fosters discovery, educates students, and generates substantive solutions for a rapidly evolving global society.

The center assembles a strong team of academic and industry professionals to conduct interdisciplinary research and enhance student learning through training and seminars on cutting-edge A.I. applications and developments. Consequently, TAMIU can anticipate elevated transformational education and research through the A.I. Center-Engineering's capacity to foster groundbreaking research, encourage collaboration across disciplines, and engage students at all levels. Furthermore, this center's activities and expanded capabilities will significantly increase student participation in research and invigorate TAMIU's intellectual environment, leading to widely recognized research and attracting external funding.

Agenda Item No.

**TEXAS A&M INTERNATIONAL UNIVERSITY**

Office of the President

April 7, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of an Artificial Intelligence Center for Engineering

I recommend the adoption of the following minute order:

**“The Artificial Intelligence Center for Engineering is hereby established as an organizational unit of Texas A&M International University within the College of Arts & Sciences.”**

Respectfully submitted,

Juan J. Castillo  
Interim President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**TEXAS A&M INTERNATIONAL UNIVERSITY**  
Physics-Based A.I. Center for Engineering

**EXECUTIVE SUMMARY**

**1. *Rationale for the Artificial Intelligence Center for Engineering (A.I. Center-Engineering)***

Artificial Intelligence (A.I.) is widely considered the next frontier in technological development, defining civilization in the twenty-first century. As of 2023, the United Nations' High-Level Advisory Body on Artificial Intelligence recognized the need for global governance of A.I. technology while recognizing the "tremendous potential for good" A.I. offers.<sup>1</sup> Both recent U.S. presidential administrations issued executive orders acknowledging the importance of A.I. for the U.S. economy and national defense.<sup>2,3</sup> In Texas, A.I. is being sought to enhance state operations, such as those of the Texas Department of Transportation.<sup>4</sup> Indeed, the Texas Department of Information Resources has formed an A.I. User Group to educate and evangelize emerging A.I. technologies, thereby improving the security and efficiency of state services.<sup>5</sup> Already, A.I. is transforming the U.S. workforce, especially in engineering. The U.S. Bureau of Labor Statistics reports that A.I. is becoming increasingly incorporated in civil engineering, where A.I. currently supports engineers in designing complex mechanical, electrical and plumbing systems. Additionally, in electrical and aerospace engineering, A.I. supports semiconductor and electrical circuit design, aircraft design, and predictive aircraft maintenance.<sup>6</sup> Given the current incorporation of A.I. in critical infrastructures of the U.S. workforce, as well as its continual emergence in a world that sees A.I. as positively transformational, institutions of higher education must enhance opportunities for students and researchers to better learn about and utilize A.I., not only for the sake of adapting to the real changes brought by A.I. but also to help the state and nation flourish amidst such changes, both economically and in terms of technological innovation.

Given that Laredo, Texas, is the largest U.S. inland port for international and domestic trade, where local, state, and federal law enforcement agencies converge, and that the city is near the Eagle Ford Shale Basin, the A.I. Center-Engineering at TAMIU is an ideal venue to support education and research in A.I. applications that benefit both the U.S. and Texas. In its early stages, the A.I. Center-Engineering will (1) provide students with a certificate in A.I. and opportunities to work closely with faculty members to develop strong practices in A.I. applications and (2) host frequent

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<sup>1</sup> *Governing A.I. for Humanity: Final Report*. United Nations, 2024, [https://www.un.org/sites/un2.un.org/files/governing\\_ai\\_for\\_humanity\\_final\\_report\\_en.pdf](https://www.un.org/sites/un2.un.org/files/governing_ai_for_humanity_final_report_en.pdf)

<sup>2</sup> WhiteHouse.Gov. *Executive Order on Advancing United States Leadership in Artificial Intelligence Infrastructure*, 2025, <https://bidenwhitehouse.archives.gov/briefing-room/presidential-actions/2025/01/14/executive-order-on-advancing-united-states-leadership-in-artificial-intelligence-infrastructure/>. Accessed 25 February 2025.

<sup>3</sup> WhiteHouse.gov. *Artificial Intelligence for the American People.*, 2019, <https://trumpwhitehouse.archives.gov/ai/executive-order-ai/>. Accessed 25 February 2025.

<sup>4</sup> Texas Department of Transportation. *TxDOT Launches A.I. Strategic Plan.*, 2024, <https://www.txdot.gov/about/newsroom/statewide/txdot-launches-ai-strategic-plan.html>

<sup>5</sup> Texas Department of Information Resources. *Artificial Intelligence (AI) User Group*. <https://dir.texas.gov/strategic-digital-services/artificial-intelligence-ai-user-group>. Accessed 25 February 2025.

<sup>6</sup> U.S. Bureau of Labor Statistics: Monthly Labor Review. *Incorporating A.I. impacts in BLS Employment Projections: Occupational Case Studies.*, Feb. 2025, <https://www.bls.gov/opub/mlr/2025/article/incorporating-ai-impacts-in-bls-employment-projections.htm>. Accessed 25 February 2025.

seminars by industry professionals, allowing students to build their professional networks for job opportunities. Moreover, the seminars and research opportunities provided for engineering students also serve as an investment in innovative research by TAMIU faculty, as the virtual A.I. Center-Engineering will (3) offer training and motivation for faculty to apply A.I. in their current research, aiming to facilitate strong interdisciplinary research efforts that address challenges in logistics, manufacturing, business, finance, law enforcement, energy and utilities, and science. As such, the A.I. Center-Engineering at TAMIU is proposed to help not only the state and nation adapt, but more importantly, to thrive in an economic and technological environment that is changing due to the increasing prevalence of A.I. The A.I. Center-Engineering is positioned to innovate A.I. practices in key workforce areas of Texas while promoting workforce development and enhancing innovative research.

## **2. Impact on Education and Training of Students (Benefits to the Citizens of the State)**

The integration of A.I. into TAMIU's engineering curriculum addresses the demand for AI-proficient engineers, fulfilling the need to equip TAMIU graduates with the skills necessary to excel in the technology-driven job market and drive innovation in the face of global challenges. The A.I. Center-Engineering at TAMIU will offer students an AI-Plus certificate, bridging the gap between market needs and the university curriculum. This AI-Plus certificate will be incorporated into students' four-year engineering degree plan—meaning it will not extend their degree completion beyond four years, allowing students to benefit from the rigor of existing engineering programs while acquiring cutting-edge, highly marketable skills as part of their studies, which will also earn them an additional credential for improved employability. The model for the AI-Plus certificate is adapted from the Bachelor's+ Program at Texas A&M University in College Station.

The A.I. Center-Engineering at TAMIU will offer an AI-Plus Certificate that students can complete by:

1. Completing two AI-based self-study courses
2. Attending 80% of weekly seminars focused on A.I. and physics-based A.I.
3. Completing two AI-based research projects: one that is integrated with a senior level course of students' program and another that comprises the senior capstone project of students' engineering program

Students will choose two courses from 10 introductory classes in the fundamentals of A.I. and machine learning. Academic leaders from the A.I. Center-Engineering will help students select the right courses that align with their needs and knowledge levels. This approach aims to cultivate students' self-learning abilities and empower them in their skill development. Furthermore, the weekly planned seminars will be available to TAMIU faculty, graduate students and undergraduate students, as promoted by the A.I. Center-Engineering. The seminar topics will emphasize the significance of domain knowledge and physical characteristics in applying A.I. across engineering and other fields. Speakers will include external guests, TAMIU faculty and advanced students. Twice a semester, the seminars will feature invited speakers who are experts in the industrial and research applications of A.I.

Furthermore, the A.I. Center-Engineering has a well-structured strategy to integrate A.I. components into required senior courses across three engineering degrees: Systems Engineering, Petroleum Engineering, and Computer Engineering. Incorporating A.I. content in essential senior-level courses achieves two goals: (1) it introduces all engineering students to A.I. capabilities,

fostering a broader understanding of its importance in various fields; (2) it highlights the importance of a physics-based approach in leveraging A.I.'s potential for transformative engineering applications. The leadership of the A.I. Center-Engineering anticipates that the demand for A.I. skills will continue to increase. Texas industries, including banking, insurance, and financial services; healthcare; energy and utilities; and STEM fields (such as engineering, biotechnology, and life sciences), will benefit from an A.I.-skilled workforce. Therefore, the A.I. Center-Engineering aims to have a genuinely positive impact on students' education and training through its AI-Plus certificate.

### **3. Sources and Future Expectations of Financial Support**

The A.I. Center-Engineering at TAMIU will seek additional sources of funding, such as federal and state grants, to support future activities that advance the center's mission.

### **4. Governance and Advisory Structure**

The A.I. Center-Engineering will be housed at TAMIU and led by Dr. Khaled Enab, the acting director, who reports to the director of the School of Engineering. Dr. Enab is the project director of the federal grant provided by the National Science Foundation, which started in 2024. Additionally, the governance of the A.I. Center-Engineering will include TAMIU faculty, such as Drs. Mustafa Al Lail, Deepak Ganta, and Kenneth Tobin, who will oversee the integration of AI-based content into existing undergraduate engineering programs, guide students' A.I. research and learning requirements and enhance TAMIU's computational structure as necessary to carry out the A.I. Center-Engineering's activities.

Moreover, these academic leaders will oversee the A.I. Center-Engineering's activities based on recommendations from the A.I. Center-Engineering's external advisory board. This board will include academic and industry A.I. professionals from outside TAMIU and talented engineering alumni from TAMIU, all of whom will meet twice a year to advise the A.I. Center-Engineering's leadership on the most recent developments in A.I. The external advisory board will also provide guidance on how the A.I. Center-Engineering can secure additional support for AI-based projects and establish connections beneficial to TAMIU students and faculty.

### **5. Mechanisms for Periodic Review**

The director will evaluate the A.I. Center-Engineering annually in accordance with the policies established for the A&M System. Furthermore, the A.I. Center-Engineering will undergo an external review at least once every five years as mandated by System Policy 11.02, *Creation of Centers and Institutes*.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

June 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Texas A&M University

I recommend adoption of the following minute order:

**“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. 25-04.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**TEXAS A&M UNIVERSITY  
BACKGROUND OF FACULTY  
RECOMMENDED FOR ACADEMIC TENURE  
TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE**

<u>Name</u>	<u>Present Rank Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective Date Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Trang Hoang	Associate Professor Public Service & Administration	0	6	Upon Approval by the Board and Faculty Arrival
Ph.D. (2019)	The University of Texas at Dallas			
Fa 2019 – Su 2024 Fa 2024 – Su 2025 Su 2025 – Present	University of Nebraska Omaha University of Nebraska Omaha Texas A&M University	Assistant Professor Associate Professor (Tenured 2024) Associate Professor		

Dr. Trang Hoang earned a Ph.D. in Public Management and Policy from The University of Texas at Dallas in 2019. Dr. Hoang is a public finance and management scholar. Her primary research interests include public pension, government/nonprofit budgeting and financial management, and health policy. She has published in leading journals, including *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Public Budgeting & Finance*, *Public Finance Review*, and *Nonprofit Management & Leadership*, and co-authored a book on public pension management. Her research projects were supported by the International Business Machines Center for the Business of Government and the Governmental Accounting Standards Board. She is a 2023 recipient of the International Research Society for Public Management Rosemary O’Leary award for excellent scholarship on women in public administration and public management. Dr. Hoang teaches courses in public financial management, budgeting, human resources management, and research methods. She is a community-engaged scholar. She is an active committee member of various professional organizations and is currently the elected chair of the Association for Research on Nonprofit Organizations and Voluntary Action’s Nonprofit Finance & Financial Management section and a board member of the Great Plains – Government Finance Officers Association.

Dr. Hoang’s file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

Dr. Weijie Wang	Associate Professor Public Service & Administration	0	10	Upon Approval by the Board and Faculty Arrival
Ph.D. (2015)	University of Southern California			
Su 2015 – Fa 2017 Sp 2018 – Su 2024 Fa 2024 – Su 2025 Su 2025 – Present	State University of New York at Brockport University of Missouri University of Missouri Texas A&M University	Assistant Professor Assistant Professor Associate Professor (Tenured 2024) Associate Professor		

Dr. Weijie Wang earned a Ph.D. in Policy, Planning and Development from the University of Southern California in 2015. Dr. Wang is a recognized expert in public management, specializing in enhancing the efficiency and effectiveness of public organizations, including public schools and government agencies. Dr. Wang teaches courses on public management, leadership and strategic management, emphasizing experiential learning and case studies to equip students with practical skills for addressing real-world policy and management challenges. He is an accomplished scholar who has published 22 articles in peer-reviewed journals, along with one book and two book chapters. His contributions to the field have been recognized with prestigious awards, including the Herbert Kaufman Award for Best Public Administration Paper from the American Political Science Association in 2024 and the Emerging Scholar Award from the Network of Schools of Public Policy, Affairs and Administration in 2014.

Dr. Wang's file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

## COLLEGE OF AGRICULTURE & LIFE SCIENCES

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Jungkeun (JK) Kim	Associate Professor Hospitality, Hotel Management & Tourism	0	4	Upon Approval by the Board and Faculty Arrival
Ph.D. (2008)	University of Minnesota			
Fa 2021 – Fa 2024	Auckland University of Technology, New Zealand	Associate Professor (Tenured 2021)		
Sp 2025 – Present	Texas A&M University	Associate Professor		

Dr. Jungkeun (JK) Kim earned a Ph.D. in Marketing from the University of Minnesota in 2008. He was a faculty member at Auckland University of Technology in New Zealand from 2009 to 2024, as a senior lecturer from 2009 to 2021 and a tenured associate professor from 2021 to 2024. In 2025, Dr. Kim joined the Department of Hospitality, Hotel Management & Tourism at Texas A&M University as an associate professor. Dr. Kim's research focuses on consumer decision-making and judgment, with a particular emphasis on experimental methods. He has secured over \$500,000 in external research funding from various international sources. A prolific scholar, Dr. Kim has authored over 100 peer-reviewed journal articles and two book chapters, exploring topics such as behavioral decision-making, behavioral pricing, decision-making in new technologies, COVID-19-related research, and research methodologies in hospitality, tourism and marketing. Dr. Kim has been an associate editor of the *Australasian Marketing Journal* for over a decade and has served on the Executive Committee of the Australian and New Zealand Marketing Academy since 2019. An accomplished academic mentor, he has chaired four doctoral committees and more than 10 master's committees. His contributions to academic research have been widely recognized, including receiving the prestigious Charles R. Goeldner Article of Excellence Award in 2019, among other accolades.

Dr. Kim's file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

Dr. Teresa A. Davis	Professor Nutrition	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1980)	University of Tennessee			
Su 1995 – Su 1997 Fa 1997 – Fa 2006 Fa 2006 – Sp 2025 Su 2025 – Present	Baylor College of Medicine Baylor College of Medicine Baylor College of Medicine Texas A&M University	Assistant Professor Associate Professor (Tenured 1997) Professor Professor		

Dr. Teresa A. Davis earned a Ph.D. in Nutrition Science from the University of Tennessee in 1980. Dr. Davis is a distinguished nutrition scientist specializing in pediatric nutrition and muscle protein synthesis. She previously served as a professor of pediatrics and director of the Council of Natural Resource Centers Postdoctoral Fellowship Program at Baylor College of Medicine. Her research focuses on identifying the mechanism by which nutrients, hormones and growth factors regulate protein deposition in skeletal muscle during early postnatal life. Dr. Davis has secured more than \$30 million in research funding from the National Institutes of Health and the United States Department of Agriculture. Her contributions to the field have been recognized with numerous honors, including election to the National Academy of Medicine in 2024 and the Morrison Award from the American Society of Animal Science in 2020. She is also a Fellow of the American Society for Nutrition. Dr. Davis has held several leadership roles, including president of the American Society of Animal Science and editor-in-chief of *The Journal of Nutrition*. She remains committed to advancing nutrition science through research, teaching and mentorship, and is widely regarded as a leader in her field.

Dr. Davis' file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

## COLLEGE OF ARTS & SCIENCES

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Shahar Mendelson	Professor Mathematics	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1998)	Technion – Israel Institute of Technology, Israel			
Sp 2001 – Fa 2003	The Australian National University, Australia	Fellow (Tenured 2002)		
Sp 2004 – Fa 2008	The Australian National University, Australia	Senior Fellow		
Fa 2005 – Fa 2008	Technion – Israel Institute of Technology, Israel	Associate Professor (Tenured 2005)		
Sp 2009 – Fa 2024	The Australian National University, Australia	Professor		
Sp 2009 – Fa 2018	Technion – Israel Institute of Technology, Israel	Professor		

Sp 2019 – Sp 2021	Sorbonne Université, France	Professeur des Universités de Classe Exceptionnelle (2ème echelon, E2)* (Tenured 2019)
Fa 2021 – Sp 2023	The University of Warwick, United Kingdom	Professor (Tenured 2021)
Fa 2025	Texas A&M University	Professor

Dr. Shahar Mendelson earned a Ph.D. in Mathematics from Technion - Israel Institute of Technology, Israel in 1998. He subsequently held a postdoctoral position at The Hebrew University of Jerusalem before joining The Australian National University (ANU) in 2000. Between 2005 and 2023, Dr. Mendelson concurrently held two tenured faculty appointments: one at ANU, and a second held successively at Technion – Israel Institute of Technology (2005–2018), Sorbonne Université (2019–2021), and The University of Warwick (2021–2023). In 2024, he joined the Swiss Federal Institute of Technology Zurich, Switzerland. Dr. Mendelson has taught a wide variety of courses, including calculus, analysis, probability theory, measure theory, functional analysis, operator theory, asymptotic geometric analysis, and learning theory. His research is focused on statistical learning theory and related areas. He has published 98 refereed articles and authored two books, one in 2003 and another in 2012. His work has been supported by numerous grants, including four from the Australian Research Council (totaling AUD 946,000), three from the Israel Science Foundation (totaling ILS 540,000), one from the European Research Council (EUR 750,000), and one from the German–Israeli Foundation (EUR 180,000). Dr. Mendelson is the co-founder and current managing editor of *Mathematical Statistics and Learning*, a journal published by the European Mathematical Society. He was also the founding director of the Mathematical Data Science Centre at ANU. In recognition of his significant contributions, he was elected to the Australian Academy of Science in 2024.

\*Appointment to the rank of Professeur des Universités de Classe Exceptionnelle (2ème echelon, E2) at Sorbonne Université, France corresponds with the conferral of Texas A&M University's University Distinguished Professor designation, one of the highest honors recognizing exceptional academic achievement and distinction within the university.

Dr. Mendelson's file does not include any information we believe to be inconsistent with System Policy 12.01, Section 4.3.

## COLLEGE OF ENGINEERING

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Ayman I. Hawari	Professor Nuclear Engineering	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1995)	University of Michigan-Ann Arbor			
Fa 2000 – Su 2002	University of Cincinnati	Assistant Professor		
Fa 2002 – Su 2009	North Carolina State University	Associate Professor (Tenured 2006)		
Fa 2009 – Su 2018	North Carolina State University	Professor		
Fa 2018 – Su 2025	North Carolina State University	Distinguished Professor		
Su 2025 – Present	Texas A&M University	Professor		



Dr. Ayman I. Hawari earned a Ph.D. in Nuclear Engineering from the University of Michigan-Ann Arbor in 1995. Dr. Hawari is an expert in advanced nuclear reactors, with research focused on neutron thermalization, radiation measurements and intense radiation sources. He served as a distinguished professor and director of the Nuclear Reactor Program at North Carolina State University (NCSU). He is a fellow of both the American Nuclear Society and the American Association for the Advancement of Science, and he received the NCSU Alcoa Foundation Engineering Research Achievement Award in recognition of his research contributions. Dr. Hawari has served on and/or chaired numerous committees including: the Organization for Economic Cooperation and Development Nuclear Energy Agency, the Cross Section Evaluation Working Group, the National Nuclear Security Administration Nuclear Data Advisory Group, the Steering Committee for the International Group on Research Reactors, and the Nuclear Data Subcommittee of the National Science Foundation/Department of Energy Nuclear Science Advisory Committee. He also chaired the Organization of Test, Research and Training Reactors, having a major role in a national effort for funding university nuclear infrastructure. Dr. Hawari's work is documented in several book chapters and more than 200 peer reviewed journal articles, conference proceedings and contributions to the National Nuclear Data Center's nuclear data libraries. He supervised over 50 Ph.D. and master's students and has secured nearly \$55 million in external research funding. His research has been featured in various media outlets.

Dr. Hawari's file does not include any information we believe to be inconsistent with System Policy *12.01*, Section 4.3.

## COLLEGE OF MEDICINE

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Jason F. Huntley	Professor Microbial Pathogenesis & Immunology	1	14	Upon Approval by the Board
Ph.D. (2004)	Iowa State University			
Su 2010 – Su 2016	The University of Toledo	Assistant Professor Associate Professor (Tenured 2016) Professor Professor		
Su 2016 – Su 2022	The University of Toledo			
Su 2022 – Su 2024	The University of Toledo			
Fa 2024 – Present	Texas A&M University			

Dr. Jason F. Huntley earned a Ph.D. in Veterinary Pathology-Cellular & Molecular Pathology from Iowa State University in 2004. Dr. Huntley joined the College of Medicine at Texas A&M University (Texas A&M) in 2024 as professor and senior associate dean for faculty affairs. Prior to his appointment at Texas A&M, Dr. Huntley spent 14 years at The University of Toledo College of Medicine and Life Sciences, where he served as a tenured professor of Microbiology and associate dean of faculty affairs and development (2022-2024). A prominent researcher, Dr. Huntley studies tularemia, a deadly human disease, and has received funding from the National Institutes of Health (NIH) and Department of Defense. His laboratory also studies bioremediation methods to remove harmful algal bloom toxins from drinking water – research that led to a patent and funding from the National Oceanographic and Atmospheric Administration. Dr. Huntley has participated in NIH study sections and co-chaired national conferences for the American Society for Microbiology. He holds a M.S. in Veterinary Microbiology from Iowa State University and completed postdoctoral training at The University of Texas Southwestern Medical Center, where he was awarded an Infectious Diseases Fellowship. His

recognitions include The University of Toledo President's Award for Excellence in Grantsmanship and selection as a fellow in the Mid-American Conference Academic Leadership Development Program.

Dr. Huntley's file does not include any information we believe to be inconsistent with System Policy *12.01*, Section 4.3.

## COLLEGE OF VETERINARY MEDICINE & BIOMEDICAL SCIENCES

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Wei Xu	Associate Professor Veterinary Physiology & Pharmacology	0	10	Upon Approval by the Board and Faculty Arrival
Ph.D. (2009)	Michigan State University			
Sp 2015 – Su 2018 Fa 2018 – Su 2022	Louisiana State University Texas A&M University – Corpus Christi	Assistant Professor Assistant Professor		
Fa 2022 – Fa 2024	Texas A&M University – Corpus Christi	Associate Professor (Tenured 2022)		
Sp 2025 – Present	Texas A&M University	Associate Professor		

Dr. Wei Xu earned a Ph.D. in Pathobiology from Michigan State University in 2009. Dr. Xu joined the College of Veterinary Medicine & Biomedical Sciences at Texas A&M University (Texas A&M) in 2025 as an associate professor. Prior to his appointment at Texas A&M, Dr. Xu held faculty positions at Louisiana State University and Texas A&M University- Corpus Christi. Dr. Xu is an accomplished scientist specializing in the study of environmental stressors and their impact on marine organisms. His research on nanoplastics and their effects on marine life is particularly noteworthy. He has secured over \$2 million in research funding for his laboratory from various competitive sources, including a prestigious National Science Foundation CAREER Award. Dr. Xu's research bridges the fields of marine biology and human toxicology, and he has authored more than 70 articles in top-tier, peer-reviewed scientific journals. Beyond his research achievements, he is deeply committed to teaching and mentoring. He has taught several undergraduate and graduate courses and has provided research opportunities to both undergraduate and high school students. He has chaired 11 graduate student research committees and served on 12 additional thesis/dissertation committees. Dr. Xu's service to the scientific community includes his role as an associate editor for several scientific journals and participates in various professional societies.

Dr. Wu's file does not include any information we believe to be inconsistent with System Policy *12.01*, Section 4.3.

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

Agenda Item No.

## AGENDA ITEM BRIEFING

**Submitted by:** Mark A. Welsh III, President  
Texas A&M University

**Subject:** Granting of Faculty Development Leave for FY 2026,  
Texas A&M University

### **Proposed Board Action:**

Authorize faculty development leave for FY 2026 at Texas A&M University (Texas A&M).

### **Background Information:**

System Policy [31.03, Leaves of Absence](#), and System Regulation [12.99.01, Faculty Development Leave](#), require that a recommendation for faculty development leave be submitted by the university president to the chancellor for recommendation to the Board of Regents for approval. At Texas A&M, the application is submitted with support of the academic department, college dean, university development leave committee (elected by the general faculty), executive vice president and provost, and president.

As shown in the exhibit, Texas A&M requests approval for faculty development leave for one faculty member for FY 2026. 85 faculty members received prior approval for FY 2026 faculty development leave during the February 2025 Board of Regents meeting.

Texas A&M is in compliance with the statutory requirement that no more than six percent of eligible faculty be on development leave at any time.

### **A&M System Funding or Other Financial Implications:**

No additional funding is required. Departmental faculty members are assuming the recommended faculty member's teaching loads by adjusting course offerings for the next academic year.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperatives 1, 3, 4 and 5. More specifically, faculty development leave: a) enables faculty to reinvent graduate and undergraduate education which will provide students with an array of pathways to pursue their ambitions and interests, in support of imperative 1; b) cultivates academic innovation, retain exceptional faculty and foster lifelong success of our graduates in support of imperative 3; c) increases the breadth and scope of our research portfolio, in support of imperative 4; and d) provides services that respond to the needs of the people of Texas and contribute to the strength of the state's economy in support of imperative 5 by extending our engagement in rural and urban communities, accelerating commercialization and entrepreneurship and graduating students who impact our communities and the world.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

June 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Granting Faculty Development Leave for FY 2026, Texas A&M University

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System, in accordance with System Policy 31.03, System Regulation 12.99.01 and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty member as shown in the attached exhibit, Faculty Development Leave List FY 2026, Texas A&M University.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**FACULTY DEVELOPMENT LEAVE LIST**  
**FY 2026**  
**TEXAS A&M UNIVERSITY**

<b>Name/ Title/ Department</b>	<b>Years of Texas A&amp;M Tenured, Tenure- Track Service</b>	<b>Semester of Leave</b>	<b>Location, Brief Description of Leave and Benefit to University</b>
<b>BUSH SCHOOL OF GOVERNMENT &amp; PUBLIC SERVICE</b>			
Scott Clifford Associate Professor Political Science	2	Fall 2025	Dr. Clifford's leave will take place in College Station, Texas. During his leave he will complete a book manuscript that offers a comprehensive framework for designing survey experiments. The book will not only update the field of survey experiments, but it will also offer a holistic way of thinking about the strengths and limitations of survey experiments and how to learn the most from them. This book will be used in Dr. Clifford's graduate and undergraduate courses at Texas A&M. The book will significantly advance his research profile, establish him as a top scholar in his discipline, and bring recognition to the Bush School of Government & Public Service and the university.

## AGENDA ITEM BRIEFING

**Submitted by:** Mark A. Welsh III, President  
Texas A&M University

**Subject:** Authorization for the Texas A&M University Health Science Center to Make Intergovernmental Transfers on Behalf of Qualifying Entities

### **Proposed Board Action:**

Authorize the vice president and chief operating officer of the Texas A&M University Health Science Center (TAMHSC), a health-related institution under the administration of Texas A&M University, to make one or more Intergovernmental Transfers (IGTs), not to exceed \$5.0 million in the aggregate, during fiscal year 2026 in support of qualifying entities participating in the Texas Healthcare Transformation Quality Improvement Program Section 1115 Waiver (1115 Waiver) administered by the Texas Health and Human Services Commission (HHSC), subject to final review for legal sufficiency by the Office of General Counsel and outside counsel.

### **Background Information:**

In 2011, the federal government approved the 1115 Waiver providing opportunities to improve healthcare in Texas and allowing for additional Medicaid funding opportunities.

In April 2021, the federal government rescinded the 10-year extension of the 1115 Waiver that had been approved in January 2021. Texas sued and after extensive negotiations, HHSC received notice in April 2022 that the federal government reinstated approval of the program. The federal government's concerns were focused on an aspect of the program that does not affect TAMHSC.

Securing the 1115 Waiver allows the state to continue to transition to directed payment programs (DPPs) for Medicaid-managed care services to improve quality and access as well as continuing the uncompensated care program (UC). Eligible hospital and physician providers can receive supplemental and incentive payments under funding pools for UC and DPPs. The DPPs under the waiver are:

- TIPPS: Texas Incentives for Physicians and Professional Services
- CHIRP: Comprehensive Hospital Increased Reimbursement Program
- RAPPs: Rural Access to Primary and Preventive Services Program
- BHS DPP: Directed Payment Program for Behavioral Health Services
- PHP-CCP: Public Health Provider Charity Care Program

TAMHSC anticipates participating in the TIPPS program and possibly others. As a governmental entity, TAMHSC is able to make IGTs to HHSC, on behalf of a qualified provider (including TAMHSC and its clinics), to fund the non-federal share (from available public funds) to draw down the federal matching share. The combined amount is then distributed by HHSC to the qualified provider.

Agenda Item No.  
Agenda Item Briefing

TAMHSC and its students and residents benefit from participation in the 1115 Waiver, which expands access to, and availability of healthcare services, increases quality of existing care, improves the cost-effectiveness of care provided, and improves the health of patients across Texas.

The 1115 Waiver activities will require ongoing advice from outside counsel and final review for legal sufficiency by the Office of General Counsel.

**A&M System Funding or Other Financial Implications:**

The proposed IGTs to be made by the TAMHSC would be paid from public funds available within the TAMHSC.

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will directly advance The Texas A&M University System strategic imperative 3 by producing responsible and engaged citizens prepared for successful careers, and strategic imperative 5 by providing services that respond to the needs of the people of Texas and contribute to the strength of the state's economy. Specifically, TAMHSC and its students and residents benefit from participation in the 1115 Waiver which expands access to, and availability of healthcare services, increases quality of existing care, improves the cost-effectiveness of care provided, and improves the health of patients across Texas.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

June 27, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Authorization for the Texas A&M University Health Science Center to Make  
Intergovernmental Transfers on Behalf of Qualifying Entities

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System authorizes the vice president and chief operating officer of the Texas A&M University Health Science Center, under the administration of Texas A&M University, to make one or more Intergovernmental Transfers to the Texas Health and Human Services Commission in support of qualifying entities participating in the 1115 Waiver Program, subject to final review for legal sufficiency by the Office of General Counsel and outside counsel with respect to each transaction. The total amount of such IGTs shall not exceed \$5 million in the aggregate during fiscal year 2026.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Submission Recommended:**

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Indra K. Reddy, Ph.D.  
Interim Vice President and Chief Operating Officer  
Texas A&M University Health Science Center

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel



Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Mark A. Welsh III, President  
Texas A&M University

**Subject:** Approval of a New Bachelor of Science Degree Program with a Major in Space Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University (Texas A&M) leading to a Bachelor of Science (B.S.) in Space Engineering (SPEN), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

### **Background Information:**

The proposed B.S. SPEN program will prepare students to address the emerging challenges of enabling humanity to explore, reside and thrive in space and on other celestial bodies, including the utilization of space to ensure national defense. The rapid growth of commercial space in conjunction with a continued need for ensuring safe access to space and awareness of the space environment has resulted in a rapid increased demand for technical skills in the fundamentals of space exploration (human and robotic), space habitation, space manufacturing, space resource utilization, and space security. Students in the proposed B.S. SPEN will learn how to design systems intended for deployment and operation in space, including both human and robotic systems. The major curriculum of the program will cover relevant topics in orbital mechanics, fluid dynamics, materials engineering, and system design. The proposed program will provide students with the required skill set to work in the space engineering field in the development of human and robotic systems, habitats, manufacturing, resource utilization, and security.

### **A&M System Funding or Other Financial Implications:**

Estimated new costs over the first five years are \$4,170,331 and will be funded from a reallocation of funds (including funds from anticipated retirements) in the College of Engineering. The proposed B.S. SPEN will share assets (such as equipment, facilities) with the space engineering program under development.

### **Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) strategic imperatives 1 and 3. Specifically, all qualified students will have an array of pathways to pursue their ambitions and interests. Students will leave the A&M System as responsible and engaged citizens prepared for successful careers in a global economy.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

May 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Space Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 Bachelor of Science in Space Engineering.**

**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.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University**

Bachelor of Science  
with a major in Space Engineering  
(CIP 14.0202.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Aerospace Engineering within the College of Engineering

The proposed 128-semester credit hour (SCH) Bachelor of Science (B.S.) in Space Engineering (SPEN) will prepare its graduates to address the emerging challenges of enabling humanity to explore, reside and thrive in space and on other celestial bodies, and to support national defense through the utilization of space. The rapid growth of the commercial space industry in conjunction with a continued need for ensuring safe access to space and awareness of the space environment has resulted in an increasing demand for technical skills in the fundamentals of space exploration (human and robotic), space habitation, space manufacturing, space resource utilization, and space security.

The major requirements of the proposed program will cover orbital mechanics, fluid dynamics, materials engineering, and system design. Students in the proposed B.S. SPEN specifically will be prepared:

- in the fundamentals of human and robotic systems intended for deployment and operation in space;
- to apply the fundamentals of human and robotic systems to the design and development of relevant systems intended for deployment and operation in space; and
- to communicate their findings and expertise to a wide range of audiences.

The proposed B.S. SPEN includes 45 university-required core curriculum SCH, 54 SCH of required major courses, 24 SCH of prescribed electives, and 5 SCH for a final project/capstone experience. The total number of university-required core curriculum SCH exceeds the standard 42 SCH given some specified courses are 4 SCH rather than the standard 3 SCH. The proposed 128 SCH curriculum aligns with ABET accreditation standards and is consistent with other ABET accredited programs offered in the College of Engineering. ABET accreditation will be sought for the program following its first cohort of graduates.

The proposed implementation date is fall 2026.

Texas A&M University (Texas A&M) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs.

## I. NEED

### A. Employment Opportunities

Texas has one of the largest workforces in the aerospace, aviation and civil defense sectors, with more than 154,000 workers and 2,000 establishments in the state.<sup>1</sup> The state of Texas has recently launched the Texas Space Commission as part of an endeavor to “cement Texas’ position as a national leader in the space industry and will secure its future in space exploration and development for the next generation of Texans.”<sup>2</sup> Recent investment by the state of Texas in the Texas A&M Space Institute and the growth of the commercial space industry in the state have made it clear that Texas A&M is positioned to develop and prepare a skilled workforce with unique qualifications to meet this emerging demand.<sup>3</sup> Skills sought by potential employers include project management, human systems engineering, robotics engineering, autonomous systems, navigation systems, life support systems, and control systems.

Recent student surveys conducted by both the External Advisory Board of the Department of Aerospace Engineering and by the Department of Aerospace Engineering directly highlight the need for more specialization in space engineering. The proposed B.S. SPEN will create the workforce that the emerging Texas space community needs to make habitation, exploration and utilization of space and other celestial bodies possible, which is not currently a focus of any existing baccalaureate degree program in Texas.

### B. Projected Enrollment

The table below represents those students admitted to the College of Engineering who successfully complete the college’s first year curriculum and are anticipated to be placed in the proposed B.S. SPEN program. This projected enrollment does not represent an increase in the undergraduate student population on the College Station campus but will provide students in the College of Engineering with an additional choice of majors.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total New Students</b>	<b>52</b>	<b>55</b>	<b>59</b>	<b>63</b>	<b>67</b>
Attrition	0	2	3	5	6
<b>Cumulative Headcount</b>	<b>52</b>	<b>105</b>	<b>161</b>	<b>193</b>	<b>200</b>
Graduates			26	54	57

The department anticipates an entering class size of 52 to 67 in the first five years for an overall enrollment in the B.S. SPEN of 200 (not counting first-year engineering students). These projections are based on an average time to graduation of 4.5 years for students pursuing the program full-time (which is consistent with the B.S. in Aerospace Engineering program). The first graduates from the proposed B.S. SPEN program are anticipated in Year 3. Given the projected 4.5-year time-to-completion, it is expected that approximately

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<sup>1</sup> <https://gov.texas.gov/uploads/files/business/AerospaceAviationandDefense.pdf>

<sup>2</sup> <https://gov.texas.gov/news/post/governor-abbott-launches-texas-space-commission>

<sup>3</sup> <https://gov.texas.gov/uploads/files/business/TexasAerospaceReport.pdf>

half of the first cohort of students (26) will graduate in Year 3 with the remaining students from the first cohort graduating in Year 4 (and half of the students from the second cohort graduating this same year), leading to approximately 54 graduates in Year 4 of the program. The same trend is expected to continue in subsequent years of the program.

### **C. Existing State Programs**

Currently, no institutions in Texas nor across the United States award a B.S. degree specifically focused on space engineering. There are currently five baccalaureate programs in Aerospace Engineering in Texas (CIP Code 14.0201; Aerospace, Aeronautical and Astronautical Engineering), including one offered by Texas A&M. These programs focus on the design, development and operational evaluation of aircraft, missiles and space vehicles. The proposed program, in contrast, will uniquely focus on the application of the fundamentals of human and robotic systems to the design and development of relevant systems intended for deployment and operation in space.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

The proposed B.S. SPEN is the second degree being proposed to address the growing need and demand for specialists in space engineering (the Master of Engineering in SPEN was approved by The Texas A&M University System Board of Regents at the May 2025 meeting and is pending final approval by the Texas Higher Education Coordinating Board). A portion of 24 faculty members' time will be allocated to support the proposed B.S. SPEN. Based on this allocation, the anticipated student-to-faculty ratio will be approximately 20:1, which will benefit the students enrolled in the program.

### **B. Program Administration**

Dr. Kyle DeMars, associate professor and associate department head for Theoretical and Computational Research, Department of Aerospace Engineering, will serve as the program administrator for the proposed B.S. SPEN.

### **C. Other Personnel**

A portion of two staff members' time and the creation of two new graduate teaching assistantships will be allocated to support the proposed B.S. SPEN.

### **D. Supplies, Materials**

No new costs are associated with supplies and materials for the proposed B.S. SPEN.

### **E. Library**

Current library holdings in the Texas A&M Libraries include all the required materials needed to support the B.S. SPEN.

## **F. Equipment, Facilities**

Facility renovations and the acquisition of new equipment are underway to support the emerging space engineering program and will be shared by all aspects of the program, including the proposed B.S. SPEN.

## **G. Accreditation**

The department will seek accreditation from ABET in the spring of 2028 following the graduation of its first cohort of students.

## **III. NEW 5-YEAR COSTS & FUNDING SOURCES**

There will be no new revenue to the university given there will be no increase in new undergraduate students on the College Station campus. However, total formula funding, statutory tuition, designated tuition, and student fees generated specifically by the students enrolled in the B.S. SPEN program are estimated to total \$9,653,876. New costs associated with the proposed B.S. SPEN will be covered by the reallocation of funds within the College of Engineering (including funds from anticipated retirements). The proposed B.S. SPEN will share assets (such as equipment, facilities) with the space engineering program under development.

<b>NEW FIVE-YEAR COSTS</b>		<b>SOURCES OF FUNDING</b>	
Faculty	\$3,425,867	Formula Income	
Program Administration	\$0	Statutory Tuition	
Teaching Assistants	\$644,764	Designated Tuition	
Supplies & Materials	\$0	Student Fees	
Staff	\$99,700	Reallocation of resources within the College of Engineering	\$4,170,331
<b>Estimated New 5-Year Costs</b>	<b>\$4,170,331</b>	<b>Estimated 5-Year Revenues</b>	<b>\$4,170,331</b>

## **AGENDA ITEM BRIEFING**

**Submitted by:** Mark A. Welsh III, President  
Texas A&M University

**Subject:** Approval of a New Graduate Degree Program with a Major in Public Health Sciences Leading to a Doctor of Philosophy or a Master of Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University (Texas A&M) leading to either a Doctor of Philosophy (Ph.D.) or a Master of Science (M.S.) in Public Health Sciences (PHLS), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

### **Background Information:**

The proposed program in PHLS, resulting in either a Ph.D. or M.S., will offer a strong foundation encompassing public health considerations, research methodologies and analysis of health and social policies. Students will: 1. study theories related to health behavior and health policy and management, 2. strengthen research methodology skills and 3. acquire specialized expertise in one of the following areas: environmental health, occupational health and safety or epidemiology and biostatistics. As a general public health sciences research-based degree, students will be given the opportunity to work with faculty throughout the School of Public Health (SPH), regardless of the faculty member's home department. Qualified applicants will be admitted to the Ph.D. program based on capacity and alignment of applicants' interests with faculty expertise. Those unable to complete the doctoral program, but who have satisfactorily completed requisite courses and demonstrated mastery of identified outcomes, will be awarded the M.S. PHLS degree.

### **A&M System Funding or Other Financial Implications:**

The proposed program will not require any new faculty, staff, equipment, or facilities in the first five years. Estimated new costs over this period are \$10,000 for materials and supplies and will be funded from estimated five-year revenues of \$1,905,253 from tuition and fees. Funding for student support (e.g., teaching or research assistantships) will be provided by the reallocation of existing funds.

### **Strategic Plan Imperatives this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) strategic imperatives 1, 3 and 5. Specifically, all qualified students will have an array of pathways to pursue their ambitions and interests. Students will leave the A&M System as responsible and engaged citizens, prepared for successful careers in a global economy and ready to address the needs of Texas.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

May 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Graduate Degree Program with a Major in Public Health Sciences  
Leading to a Doctor of Philosophy or a Master of Science and Authorization to Request  
Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 Doctor of Philosophy or a Master of Science in Public Health Sciences.**

**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.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**Texas A&M University**

Doctor of Philosophy with a major in Public Health Sciences  
Master of Science with a major in Public Health Sciences  
(CIP 51.2201)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: School of Public Health

The proposed Doctor of Philosophy (Ph.D.) in Public Health Sciences (PHLS) will offer a strong foundation encompassing public health considerations, research methodologies and analysis of health and social policies. Students in the proposed program will study theories related to health behavior and health policy and management, strengthen research methodology skills and acquire specialized expertise in environmental health, occupational health and safety, or epidemiology and biostatistics, depending on their specific interests and career goals.

The proposed Ph.D. PHLS will prepare students to:

- demonstrate success in managing the research process to include research design, data collection, analysis, interpretation, and communication of results;
- analyze quantitative and qualitative data using biostatistics, informatics, computer-based programming, and software;
- critically assess and analyze peer-reviewed articles with a focus on components (i.e., strength and validity of the hypothesis, study design and methods, results, conclusions) and public health significance of findings; and
- communicate scientific information to a variety of audiences.

The curriculum will include 60 semester credit hours (SCH) for students holding a related master's degree or 90 SCH for post-baccalaureate students (i.e., without a master's degree). The 60 SCH includes 15 SCH of core (required) courses while the 90 SCH includes 45 SCH of core courses. Both options include 21 SCH of prescribed electives, 21 SCH of research and 3 SCH of an internship, practicum or teaching experience. All students will be required to take doctoral seminars, a teaching seminar and a course in grant writing or funding requests.

Students enrolled in the proposed Ph.D. PHLS degree who have satisfactorily completed a minimum of 30 SCHs of required coursework, but who are unable to complete their doctoral degree, may be awarded the embedded Master of Science (M.S.) PHLS upon recommendation of the faculty. Only those students who are enrolled in the Ph.D. PHLS will be eligible to be awarded the proposed M.S. PHLS and only if they are unable to complete the Ph.D. PHLS degree requirements.

The proposed implementation date for both the Ph.D. and the M.S. is fall 2026.

Texas A&M University (Texas A&M) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.146 regarding need, quality, financial and faculty resources, standards, and costs.

## I. NEED

### A. Employment Opportunities

Graduate public health training is not common, even among those who hold highly technical and executive positions in public health. Demands on the U.S. public health system are becoming more complex, requiring a workforce skilled in scientific rigor with advanced training to respond to new and re-emerging health threats like antibiotic resistance, prescription drug use and overdose, the macro-level population health impact of global shifts in disease patterns, child and maternal health crises, and threats to food, air and water quality.

Growth in the field of public health is ongoing. The number of jobs in the top nine occupations for public health professionals with doctoral degrees is projected to grow 17% from 2024-2034. These include professions such as research epidemiologists, occupational health and safety specialists, research scientists, research fellows and assistant professors, clinical research directors, and research and development positions. Texas is also among the top five states in total postings specifically related to environmental health, occupational health and safety, and epidemiology and biostatistics (from March 2024 – March 2025). The proposed Ph.D. PHLS is designed to meet a currently unmet need in the workforce for professionals and academics with advanced skills and expertise in areas including environmental health, occupational health and safety, and epidemiology and biostatistics, as well as a strong foundation in health behavior, health policy and management theories and research methodology. Graduates of the proposed program will enter or advance in careers in research and institutions of higher education resulting in more research-focused professionals prepared to address a spectrum of public health needs in society.

### B. Projected Enrollment

The projected cumulative headcount provided below for the first five years of the program is based on students completing the program within four years and an average attrition of 10%, consistent with other graduate programs offered in the School of Public Health. Though the proposed program is offered for post-baccalaureate students, the school is anticipating most students entering the program will be post-master's students.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total New Students</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
Attrition	0	1	1	1	1
<b>Cumulative Headcount</b>	<b>10</b>	<b>19</b>	<b>28</b>	<b>37</b>	<b>37</b>
Graduates	0	0	0	9	9

### C. Existing State Programs

There are five doctoral degree programs in public health with the 51.2201 CIP Code offered at four Texas universities: Baylor University (a Ph.D. in Public Health), The University of Texas Southwestern Medical Center (Ph.D. in Public Health), the University of North Texas Health Science Center [which offers two degrees at this CIP Code: a Doctor of Public Health (Dr.PH) in Public Health Practice and a Ph.D. in Public Health Sciences], and Texas A&M (Dr.PH in Public Health Sciences).

The Dr.PH PHLS currently offered at Texas A&M is a professional practice degree designed to prepare and advance leaders in the public health sector. Students graduating with a Dr.PH are well suited for leadership positions in organizations such as local and state health departments (e.g., Texas Department of State Health Services), agencies such as the U.S. Department of Veterans Affairs and non-profit agencies (e.g., American Heart Association). In contrast, the proposed Ph.D. PHLS is designed to address unmet needs for professionals and academics with advanced skills in research, expertise in fields such as environmental health, occupational health and safety, or epidemiology and biostatistics, and with an understanding of health behavior theory and health policy and management principles.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

During the first five years, the program will not require any new faculty members to support the proposed program. Time and effort to deliver the proposed program will be reallocated from existing faculty.

### **B. Program Administration**

Dr. Jay Maddock, regents professor and chief wellness officer, Environmental and Occupational Health, will serve as the program administrator.

### **C. Other Personnel**

No additional new personnel are expected. Time and effort to support the proposed program will be reallocated from existing administrative staff.

### **D. Supplies, Materials**

The program has budgeted \$2,000 per year for the first five years toward materials and supplies that will be used to support the program's needs with an anticipated cost of \$10,000 over the first five years.

### **E. Library**

The proposed program will be adequately supported by the Texas A&M University Libraries. This program will not require additional library resources as current library holdings include all the required materials needed to support the program.

### **F. Equipment, Facilities**

No new equipment or facilities will be required for the proposed program.

### **G. Accreditation**

The School of Public Health will seek accreditation of the proposed program during its next review by the Council for Education on Public Health in 2032.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$0	Formula Income	\$770,426
Program Administration	\$0	Statutory Tuition	\$132,750
Graduate Assistants	\$0	Designated Tuition	\$574,622
Supplies and Materials	\$10,000	Board Authorized Tuition	\$132,750
Library and IT Resources	\$0	Student Fees	\$294,705
Equipment, Facilities	\$0		
<b>Estimated New 5-Year Costs</b>	<b>\$10,000</b>	<b>Estimated New 5-Year Revenues</b>	<b>\$1,905,253</b>

## **AGENDA ITEM BRIEFING**

**Submitted by:** Mark A. Welsh III, President  
Texas A&M University

**Subject:** Approval of a New Doctor of Philosophy Degree Program with a Major in Health Behavior and Authorization to Request Approval from the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University (Texas A&M) leading to a Doctor of Philosophy (Ph.D.) in Health Behavior (HBEH), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

### **Background Information:**

To consolidate health education within the School of Public Health (SPH), on September 1, 2022, the faculty in health, community health and health education in the College of Education and Human Development were transferred to the SPH. Following this transition, the collective faculty recommended redesigning the existing Ph.D. in Health Education to align more clearly with the SPH mission and priorities in addition to the standards of its accrediting agency (the Council on Education for Public Health). Graduates will be prepared for research-oriented positions in higher education and professional schools of health professions and allied health, as well as federal health and/or safety agencies, such as the Centers for Disease Control and Prevention. The proposed program will be grounded in the Responsibilities and Competencies for Certified Health Education Specialists developed by the National Commission for Health Education Credentialing, Inc. Graduates from the proposed Ph.D. HBEH will have the skills and knowledge to: (1) assess the health needs and capacities of communities; (2) plan, implement and evaluate health interventions to address community health needs; (3) effectively communicate about and advocate for important public health issues; and (4) be an ethical public health leader. Once the proposed Ph.D. HBEH is approved, the currently offered Ph.D. in Health Education will be inactivated.

### **A&M System Funding or Other Financial Implications:**

The proposed program will not require any new faculty, staff, equipment, or facilities in the first five years. Estimated new costs over this period are \$10,000 for materials and supplies and will be funded from estimated five-year revenues of \$1,763,588 from tuition and fees. Funding for student support (e.g., teaching or research assistantships) will be provided by the reallocation of existing funds.

### **Strategic Plan Imperatives this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System (A&M System) strategic imperatives 1, 3 and 5. Specifically, all qualified students will have an array of pathways to pursue their ambitions and interests. Students will leave the A&M System as responsible and engaged citizens prepared for successful careers in a global economy and ready to address the needs of Texas.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

May 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Doctor of Philosophy Degree Program with a Major in Health Behavior and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 Doctor of Philosophy in Health Behavior.**

**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.”**

Respectfully submitted,

Mark A. Welsh III  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University**

Doctor of Philosophy  
with a major in Health Behavior  
(CIP 51.2212)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Health Behavior within the School of Public Health

To consolidate health education within the School of Public Health (SPH), on September 1, 2022, the faculty in health, community health, and health education in the College of Education and Human Development (CEHD) were transferred to the SPH. The newly constituted faculty in the SPH Department of Health Behavior conducted a review of the existing degree programs related to health, community health, and health education offered by the CEHD. The faculty recommended developing a new Doctor of Philosophy (Ph.D.) in Health Behavior (HBEH), based in part on the currently offered Ph.D. in Health Education (HEED). The proposed 63 semester credit hour (SCH) Ph.D. HBEH will prepare graduates to conduct research focused on improving the health and quality of life of people and communities, thus significantly expanding the scope and career opportunities for graduates of the proposed program from the more narrowly defined Ph.D. HEED (CIP Code 13.1307, Health Teacher Education). The proposed Ph.D. HBEH will prepare students to:

- apply theoretical frameworks to real-world public health issues and translational health behavior research in assessing the health needs and capacities of communities and organizations;
- exhibit expertise in data collection, analysis and ethical principles in health behavior research across a range of qualitative, quantitative and/or mixed method methodologies;
- establish expertise in a cognate area (e.g., chronic disease or adolescent health) as demonstrated by first-authored peer-reviewed scientific dissemination to communicate effectively about and advocate for important public health issues; and
- demonstrate professional skills as they pertain to students' planned career paths to be ethical public health leaders.

The proposed Ph.D. HBEH includes 9 SCH of required courses, 18 SCH of prescribed electives in research, 15 SCH in a cognate area, 12 SCH of dissertation or research work, 3 SCH of an internship or external learning, and 6 SCH of professional development. Once the proposed Ph.D. HBEH is approved, the currently offered Ph.D. HEED will be inactivated.

The proposed implementation date is fall 2026.

Texas A&M University (Texas A&M) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.146 regarding need, quality, financial and faculty resources, standards, and costs.

## I. NEED

### A. Employment Opportunities

The proposed Ph.D. HBEH will be an advanced degree focused on observing and understanding human behavior and decision-making regarding health and health behaviors. Positions related to behavioral aspects of health and public health education and promotion for applicants with a doctoral degree have been on the rise in recent years, with a projected growth of 17% for related positions between 2024-2034. Students graduating with a Ph.D. HBEH will be well prepared to enter academe at institutions of higher education or to pursue careers in the public or private sector, leading efforts to assess individual or community health needs and employ scientific methods in the development, implementation and evaluation of public health-related interventions. Specialized skills gained through this program align with the Certified Health Education Specialist and Master Certified Health Education Specialist, including curriculum development, mental health education program implementation, and educational assessment. The development of these skills, along with strengthening leadership, communication, writing, planning, advocacy, and research skills, will prepare graduates to enter or advance in research-focused career opportunities in health and health behavior.

### B. Projected Enrollment

The projected cumulative headcount provided below for the first five years of the program is based on students completing the program within four years and an average attrition of 10%, consistent with other graduate programs offered in the SPH.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total New Students</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
Attrition	0	1	1	1	1
<b>Cumulative Headcount</b>	<b>10</b>	<b>19</b>	<b>28</b>	<b>37</b>	<b>37</b>
Graduates	0	0	0	9	9

### C. Existing State Programs

There are no programs currently offered at the doctoral level in the state with the 51.2212 CIP Code designation (Behavioral Aspects of Health). There are two somewhat similar doctoral programs with a different CIP Code designation (51.2207, Public Health Education and Promotion): a Ph.D. in Health Behavior and Health Education, offered by The University of Texas at Austin; and a Doctor of Public Health (Dr.PH) in Health Promotion & Health Education offered by The University of Texas Health Science Center at Houston. Unlike the more research-focused Ph.D., the Dr.PH is a professional practice degree designed to prepare graduates for leadership and administration positions in public health agencies and healthcare organizations.

Texas A&M currently offers a Ph.D. HEED, which will be inactivated upon approval of the proposed degree. In addition, the SPH currently offers a Dr.PH in Public Health Sciences (PHLS; 51.2201). The proposed Ph.D. HBEH is unique from this program both in focus and likely career pathways for its graduates. The Dr.PH PHLS is a professional practice degree designed to prepare and advance leaders in the public health sector.



Students graduating with a Dr.PH PHLS are well suited for leadership positions in organizations such as local and state health departments (e.g., Texas Department of State Health Services), agencies such as the U.S. Department of Veterans Affairs, and non-profit agencies (e.g., American Heart Association).

In contrast, the proposed Ph.D. HBEH focuses more broadly on health behavior theory, research methodology and public health issues such as chronic disease, adolescent health and maternal and child health, among others. It will prepare graduates for research-oriented positions in higher education as well as careers in a wide array of agencies focused on the design, implementation and assessment of public health interventions targeting community health and individual quality of life through impactful research.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

During the first five years, the program will not require any additional faculty members to support the proposed program. Time and effort will be reallocated from among current faculty.

### **B. Program Administration**

Dr. Whitney Garney, associate professor, will serve as the program administrator.

### **C. Other Personnel**

No additional new personnel are expected. Support for the proposed program will be reallocated from among current administrative staff.

### **D. Supplies, Materials**

The program has budgeted \$2,000 per year for the first five years toward materials and supplies that will be used to support the program's needs with an anticipated cost of \$10,000 over the first five years.

### **E. Library**

The proposed program will be adequately supported by the Texas A&M University Libraries. This program will not require additional library resources as current library holdings include all the required materials needed to support the program.

### **F. Equipment, Facilities**

There are no anticipated new capital equipment, facilities, improvements, additions, or renovations needed to support the proposed doctoral program.

### **G. Accreditation**

The School of Public Health will seek accreditation of the proposed program during its next review by the Council for Education on Public Health in 2032.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$0	Formula Income	\$749,297
Program Administration	\$0	Statutory Tuition	\$118,650
Graduate Assistants	\$0	Designated Tuition	\$513,588
Supplies and Materials	\$10,000	Board Authorized Tuition	\$118,650
Library and IT Resources	\$0	Student Fees	\$263,403
Equipment, Facilities	\$0		
<b>Estimated New 5-Year Costs</b>	<b>\$10,000</b>	<b>Estimated New 5-Year Revenues</b>	<b>\$1,763,588</b>

## Agenda Item No.

### AGENDA ITEM BRIEFING

**Submitted by:** Richard M. Rhodes, President  
Texas A&M University-Central Texas

**Subject:** Approval of a New Doctor of Business Administration (D.B.A.) Degree Program and Authorization to Request Approval from the Texas Higher Education Coordinating Board

#### **Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Central Texas (A&M-Central Texas) leading to a Doctor of Business Administration (D.B.A.), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

#### **Background Information:**

The proposed D.B.A. is a 60-semester credit cohort-based academic doctorate that provides the respective vision, mission, goals, program learning outcomes, and student learning outcomes as indicated in the faculty-approved courses. It will be distinctive from other similar programs within Texas and nationally, as the core has different pathways for those seeking an academic or industry-focused career. Specific cognates are also available in computer information systems and leadership for developing additional expertise.

#### **A&M System Funding or Other Financial Implications:**

A&M-Central Texas has the physical infrastructure and general technology resources to support the program. The new total costs over the first five years will be approximately \$5.87 million. Most of the costs are staffing-related and include hiring senior faculty with additional dissertation experience, five new faculty members to support delivery, D.B.A. director compensation, a writing specialist, a librarian, and compensation to support dissertations. In addition to staffing needs, the program will invest in library resources, particularly specialty journals and databases, to support student and faculty research at an initial annual cost of approximately \$100,000. The program also anticipates additional costs to support research development and dissemination of approximately \$50,000 annually.

Current College of Business Administration funding will cover the program's initial costs, including increased salary expenses to hire senior faculty on existing lines for the fall 2025 semester and a program development stipend for one faculty member. Starting in the fall of 2026, new faculty lines will require university support for the first two years, as formula funding will not be available until as late as the third year to bring expenses in line with revenues.

By fiscal year 2029, the program will be financially self-sufficient through annual tuition and formula funding, generating surplus revenue over the long term. The anticipated surplus also factors in matching the lowest semester credit hour cost in the state and conservatively estimating expenses. The program will ensure all students receive the support they need to

complete the program and achieve their career goals, and the program will become financially self-sufficient quickly.

**Strategic Plan Imperative(s) This Item Advances:**

The D.B.A. at A&M-Central Texas supports all The Texas A&M University System Strategic Imperatives, which are described below.

**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.** A&M-Central Texas students have repeatedly asked for the opportunity to pursue a doctoral degree, as there are limited opportunities for students who have established deep roots in Central Texas. This was demonstrated in a summer 2024 survey of alumni. The structure and cost of the program will allow students from Central Texas the opportunity to pursue their ambitions and interests.

**2. The A&M System will remain affordable and accessible.** The A&M-Central Texas D.B.A. program will be the lowest-cost 60-semester credit program in the state and an underserved geographic area. Currently, there is no program south of Dallas or west of Houston. Texas State University's fully online program is expected to start in the fall of 2025 but lacks the in-person networking and learning opportunities that are critical to the success of a program.

**3. Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** The A&M-Central Texas D.B.A. program will provide advanced knowledge and further develop students' abilities through the core, research, optional, emphasis, and dissertation-supported courses. All students will complete a course titled Global Leadership for a Sustainable World, and those completing the Leadership Emphasis will take Ethical Leadership.

**4. The A&M System will increase its prominence by building a robust and targeted research portfolio.** The research collaborations between students and faculty in completing their dissertations will expand the portfolio. Additionally, the independent research conducted by, and likely grants awarded to, the highly qualified faculty members hired to support the program's requirements will lead to further national and international prominence.

**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.** A&M University-Central Texas's D.B.A. program will be one of seven in the state, creating an existing shortage of opportunities for advanced business education, particularly for those without the flexibility to enroll in a traditional Doctor of Philosophy (PhD) program. With the options of either an academic or industry focus and emphasis tracks, the A&M-Central Texas D.B.A. will be unique among applied business doctorate programs. The advanced knowledge, high-level research practice, and support will equip students to pursue advanced opportunities in industry and academia, something few programs are doing nationally.

**6. The A&M System will adhere to the high standard of excellence and growth required in this strategic plan and display prudent financial stewardship and sustainability.** The A&M-Central Texas D.B.A. program is designed to provide high-quality, personalized instruction and unique career development opportunities. It will do so in a manner that is not only self-sustaining but can also support other university and system strategic initiatives.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CENTRAL TEXAS**

Office of the President

May 15, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Doctor of Business Administration (D.B.A.) Degree Program and  
Authorization to Request Approval from the Texas Higher Education Coordinating  
Board

I recommend adoption of the following minute order:

**“The Board of Regents approves the establishment of a new degree program at Texas A&M University-Central Texas leading to a Doctor of Business Administration degree.**

**The Board also authorizes submission of Texas A&M University-Central Texas’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.”**

Respectfully submitted,

Richard M. Rhodes  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glen Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James Hallmark  
Vice Chancellor for Academic Affairs

**Texas A&M University-Central Texas**

Doctor of Business Administration  
With cognates in Computer Information Systems and Leadership  
(CIP 52.0201)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: College of Business Administration

Texas A&M University-Central Texas's (A&M-Central Texas) non-traditional student population has repeatedly expressed a desire for doctoral education in business, as they cannot relocate for a residential Doctor of Philosophy (PhD) program, or there are limited spots available. Also, faculty position applicants from Texas have pursued online doctoral degrees but lacked the preparation for academic positions and were passed over. This program would solve both problems and meet the needs arising from business growth in Texas.

The Doctor of Business Administration (D.B.A.) degree at A&M-Central Texas will provide doctoral degree customization not found elsewhere. Core options will allow students to focus on an industry or academic career track, and two current cognate options — Computer Information Systems or Leadership — will allow for a disciplinary focus. The cohort model will meet on campus five times annually for critical interactions with faculty and peers to build a career network. The remaining coursework will be provided online via synchronous and asynchronous delivery. The A&M-Central Texas D.B.A. will also have the lowest tuition of any 60-semester credit hour program in the state, providing access for Texans who could not previously afford this advanced opportunity.

There are seven program learning outcomes (PLOs), and each D.B.A. course aligns with as many as three PLOs. Each course also provides four or more student learning outcomes (SLOs) that are unique to that course, resulting in a total of 76 SLOs for the program. The seven PLOs are: Scholarly Business Improvement Skills, Research Methodology Abilities, Applied Leadership Practices, Accounting Skills, Finance Skills, Business & Artificial Intelligence Skills, and Sustainability Models Skills.

Students will work with faculty to select a course plan that aligns with their career objectives and focus their early coursework on a dissertation topic. That topic will be finalized during their second summer semester, along with taking a comprehensive examination to assess their learning relative to the program objectives and readiness for the dissertation stage. Upon completion, students will begin their candidacy for the dissertation, which is completed over a full year through seven dissertation courses. Each student will have three faculty members supporting their dissertation, and a writing specialist will be hired to assist all students with the technical writing and formatting aspects of the process.

The proposed implementation date is fall 2026.

A&M-Central Texas certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.146, regarding need, quality, financial and faculty resources, standards, and costs. The estimated total costs for the program's first five years are

approximately \$5.97 million, and revenues are estimated at over \$6.15 million, with a solid annual surplus for the foreseeable future to support other strategic initiatives.

## I. NEED

### A. Employment Opportunities:

A 2022 *Harvard Business Review* article proposed that the D.B.A. is now the career differentiator that the MBA once was, since 250,000 master's degrees in business were awarded in 2021, but just 5,000 doctoral degrees were awarded. A 2023 survey by European Foundation Management Development Global, in collaboration with the Executive D.B.A. Council, showed that 86% of respondents believed the D.B.A. market would grow somewhat or significantly. Over 50% of the respondent universities indicated an intention to launch a D.B.A. program over the next five years, a significant indicator of the demand and benefits of the D.B.A. for A&M-Central Texas.

A September 2024, The Texas A&M University System Data Science blog post by Blake Decker noted that Texas was predicted to have the highest number of jobs added by 2034. “Management” was the job group with the highest increase, and jobs for three key subgroups that could employ D.B.A. graduates will increase between 29.2% and 41.9%. The data showed that the general gap between all relevant degrees awarded and the openings for these positions in 2023 was almost 10,000. It was 19,000 if they excluded less relevant degrees. Similarly, an October post from the same blog stated that the gap was even worse for the “Computer and Mathematical” job group, with a deficit of over 37,000 jobs. Of the degrees awarded, just 419 were doctoral. The proposed D.B.A. has the only Information Systems emphasis in Texas to support the incredibly high industry demand. More doctoral-educated workers will help Texas fill critical gaps and continue its national leadership in business growth, which is reinforced by an October 2024 publication by the Texas Higher Education Coordinating Board, which stated that “[i]ncreasing sponsored research at our institutions and the number of research doctorates awarded will position our state at the forefront of innovation and drive economic development.”

Unlike most D.B.A. programs, which limit the potential employment possibilities should ambition or opportunities change, this is intentionally designed to allow for an academic or industry track. In general universities currently struggle to hire doctoral-educated professors with substantial industry experience to supplement the theoretical. The D.B.A. students generally have that experience over PhD students, and more graduates would be available to fill that need.

### Projected Enrollment:

The following projected enrollment for D.B.A. students/graduates for the first five years:

<b>Enrollment:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Students Return from Previous Year	0	14	26	26	26
New Students	16	16	16	16	16
Total # of Students	16	30	42	42	42
FTSE	16	30	42	42	42
Attrition Following Current Year	0	2	4	6	6
Graduate During Current Year	0	0	12	12	12

The demand from alumni appears robust. Out of 172 responses to a summer 2024 survey, 53 (31%) indicated that they were “definitely interested” in such a program, selecting a 10 on a 1-10 Likert scale. Further, 88 (51%) rated their interest as an eight or higher.

## B. Existing State Programs:

There are currently five D.B.A. programs with Association to Advance Collegiate Schools of Business (AACSB) accreditation in Texas. Texas State University will start a fully online program in the fall of 2025. The five existing programs, all with some residency requirements, are in major population centers, but none are situated south of Dallas or West of Houston, leaving an expansive geographical gap in access for Texans that A&M-Central Texas can fill. The current programs do not offer multiple career and disciplinary options, so the proposed program fills a unique need in terms of structure, cost, and location.

The current D.B.A. programs in Texas are:

	Credits	Delivery	Length	CIP
1. Prairie View	60	Hybrid	3 yrs	52.0201
2. UT-Dallas	72	Hybrid	3 yrs	52.1301
3. Univ. of Houston	54	Hybrid	3 yrs	52.0201
4. UNT	48	Hybrid	3 yrs	52.0101
5. Univ. of Dallas	62	Hybrid	3 yrs	52.0201
6. Texas State (Fall)	54	Online	3 yrs	
Proposed				
7. A&M-Central Tx	60	Blended	3 yrs	52.0201

## II. QUALITY & RESOURCES

- A. Faculty: Currently, the institution has 15 qualified senior faculty members (tenured, associate, or full professors) to teach at the doctoral level. At least five additional senior faculty will be hired, and there should be at least two more promotions by the time the first cohort reaches the dissertation stage, meaning at least 22 highly qualified faculty will be available to deliver quality instruction and support student dissertations by year three.
- B. Program Administration: A D.B.A. director with an administrative release and stipend will oversee the overall operations of the D.B.A., providing primary admissions, advising and guidance on graduation preparation.
- C. Other Personnel: A dissertation coordinator will help with the dissertation logistics, including ensuring chairs and members stay on track with D.B.A. candidate writing and handling logistics for practice and final presentations. A writing specialist will be hired by the fall of 2027 to support the technical writing aspects of the dissertation.
- D. Supplies, Materials: All D.B.A. students and faculty will have access to high-quality technology during on-campus visits. Students will also receive meals and course materials during their on-campus visits.



- E. Library: The university librarians fully support the D.B.A. and have a specific document for program support. The library houses a physical collection of 6,017 print books and has access to 99,044 digital books in the business administration field. As of August 2024, the library had access to 68% of the recommended titles on the American Library Association's Resources for College Libraries list for business administration. Over the past four budget years, the library has expended an average of \$13,500 on business administration books, both physical and digital. As well as monographs, the library has access to 6,150 business administration subject journals that are available through 60 business administration databases. In addition, 9,850 business administration streaming films are available via the library's several streaming databases. Important business databases and journal needs have been identified and are estimated to cost approximately \$100,000 annually.
- F. Equipment, Facilities: The oldest building on campus will be less than 15 years old by the proposed start, which will more than adequately support the D.B.A. In recent years, the institution added new computer information systems labs and an accounting and finance lab for the latest data analytical education, as well as an advanced faculty lab for video recordings of online instruction.
- G. Accreditation: The College of Business Administration is AACSB-accredited and will seek the same for the D.B.A. when first able to do so.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$4,016,378	Formula Income	\$ 3,966,503
Program Administration	\$947,137	Statutory Tuition	\$154,800
Other Personnel (Graduate Assistants)	\$119,860	Reallocation	
Supplies & Materials	\$128,789	Designated Tuition	\$704,619
Library & IT Resources	\$530,914	Other Funding:	
Equipment, Facilities	\$0	DBA Program Fee	\$851,400
		Student Fees	\$269,352
Other (Research Support, including Data Collection and Conference Presentations)	\$124,854	Graduate, Non-Resident, and Differential Tuition	\$182,988
<b>Estimated 5-Year Costs</b>	<b>\$5,867,932</b>	<b>Estimated 5-year Revenues</b>	<b>\$6,129,662</b>

Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 19, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Texas A&M University-Corpus Christi

I recommend adoption of the following minute order:

**“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-Corpus Christi as set forth in the exhibit, Tenure List No. 25-04.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI  
BACKGROUND OF FACULTY  
RECOMMENDED FOR ACADEMIC TENURE  
TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF SCIENCE**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other</u> <u>Inst.</u>	
Dr. Robert McKallip	Professor Biology	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2000)	The George Washington University, Washington, D.C.			
Fa 2009 – Sp 2014 Fa 2014 – Sp 2019 Fa 2019 – Sp 2022 Fa 2022 – Sp 2025 Su 2025 – Present	Mercer University School of Medicine Mercer University School of Medicine Mercer University School of Medicine Kennesaw State University Texas A&M University-Corpus Christi	Assistant Professor Associate Professor (Tenured 2014) Professor Professor (Tenured 2022) Professor		

Dr. McKallip has an extensive record of teaching excellence, including supervision of 10 medical students, 11 graduate students, 10 undergraduate students, and four postdoctoral fellows in his laboratory. In addition to his teaching contributions, he has published 43 peer-reviewed papers, delivered eight invited presentations, and 53 presentations at professional conferences. Dr. McKallip has received more than \$600,000 in external funding and has one patent. He has also been a reviewer for agency and foundation grant programs, including the National Institute of Health, Congressionally Directed Medical Research Programs, Association for International Cancer Research, and Navicent Health Research Fund. He has served on the editorial boards for two scientific journals and reviews manuscripts for peer-reviewed journals in the medical areas of immunology, cancer, pharmacology, and others. Additionally, Dr. McKallip has held several administrative appointments, including assistant director, vice-chair, chair, and most recently senior associate dean for Operations and Faculty Affairs for the College of Science & Mathematics at Kennesaw State University. He will soon be joining Texas A&M University-Corpus Christi as dean of the College of Science.

To the best of our knowledge, Dr. McKallip has behaved in a professional manner across his career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other</u> <u>Inst.</u>	
Dr. Keisha Bahr	Assistant Professor Life Sciences	5	0	Upon Approval by the Board
Ph.D. (2016)	University of Hawai‘i, Mānoa, HI			
Fa 2019 – Present	Texas A&M University-Corpus Christi		Assistant Professor	

Dr. Keisha Bahr’s research as a marine ecologist centers on how calcifying organisms adapt to environmental changes, particularly in coral reefs. Dr. Bahr’s research, which challenges paradigms in calcification and carbon cycling, has earned her recognition as a Kavli Fellow and nominations for the National Science Foundation (NSF) Waterman Award and the International Coral Reef Society Early Career Scholar award. Over the past five years, she has published 15 peer-reviewed articles (31 total) and has secured \$6.8 million in grants, with \$2.1 million supporting her lab.

Dr. Bahr has mentored 27 undergraduates, 10 master’s students and four doctoral students, with three Ph.D. candidates advancing to candidacy and the first expected to graduate in 2025. Her teaching, including leading an immersive field course in Belize, consistently earns ratings above 4.7 on a 5.0 scale. She has secured \$167,000 for paid undergraduate research positions, including three Research Experiences for Undergraduates programs. Dr. Bahr’s service includes roles as a manuscript reviewer, journal editor and NSF panelist, along with fostering international collaborations and leading a \$35,000 symposium for the Flower Garden Banks National Marine Sanctuary.

To the best of our knowledge, Dr. Bahr has behaved in a professional manner across her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy *12.01*, Section 4.3.

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

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

**Subject:** Approval of a New Doctor of Philosophy Degree Program with a Major in Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Corpus Christi (A&M-Corpus Christi) leading to a Doctor of Philosophy (Ph.D.) with a major in Engineering, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

**Background Information:**

A&M-Corpus Christi is proposing a Ph.D. with a major in Engineering. The proposed program will focus on process safety, operational excellence, emerging energy technologies, artificial intelligence, coastal environments, and drone and automated systems, offering four concentration areas: (a) civil and environmental engineering, (b) electrical and advanced manufacturing, (c) industrial and process engineering, and (d) mechanical and energy engineering. Students will be recruited from the existing undergraduate and master's degree programs. All doctoral students should complete at least one on-site internship to gain research experience with industry partners and/or government laboratories, funded by awarded and anticipated National Science Foundation (NSF) and other grants and partnerships. The proposed program will significantly contribute to workforce development and foster sustained growth within the community.

**A&M System Funding or Other Financial Implications:**

The program will be funded through tuition and fees generated from projected enrollment and formula funding. At least 28 summer internships and research assistant positions will be funded by awarded NSF grants. The 35 positions needed by year five should be funded by additional faculty-awarded grants. There are no broader financial implications for The Texas A&M University System (A&M System).

**Strategic Plan Imperative(s) this Item Advances:**

The proposed program addresses several goals of the A&M System's strategic plan, particularly imperative 5, responding to the needs of Texas and contributing to the state's economy, and imperative 4, building a robust and targeted research portfolio. Grant funds will help the program remain affordable and accessible. The internships will provide experiential learning to help prepare students for successful careers in a global economy.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 14, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Doctor of Philosophy Degree Program with a Major in Engineering  
and Authorization to Request Approval from the Texas Higher Education Coordinating  
Board

I recommend adoption of the following minute order:

**“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 Doctor of Philosophy with a major in Engineering**

**The Board also authorizes submission of A&M-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.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glen Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University-Corpus Christi**

Doctor of Philosophy Degree Program  
with a major in Engineering  
(CIP 14.0101.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Engineering in the College of Engineering and Computer Science

Texas A&M University Corpus Christi (A&M-Corpus Christi) proposes a new Doctor of Philosophy (Ph.D.) with a major in Engineering degree program in fall 2026. This program is situated to extend the existing undergraduate and master's engineering programs at A&M-Corpus Christi, which graduate 54% Hispanic students, 41% above the national average. The proposed program builds on the department's strengths across several critical domains, including process safety, operational excellence, and emerging energy technologies, small nuclear reactors, carbon capture and sequestration, and other sustainable energy innovations.

A&M-Corpus Christi is also advancing applied Artificial Intelligence (AI) to tackle challenges specific to coastal environments. Students will have the opportunity to study and develop AI-driven tools for environmental monitoring, port operations, and infrastructure resilience. Furthermore, students will benefit from access to A&M-Corpus Christi's nationally recognized drone and automated systems programs, which play a key role in workforce development and research at the intersection of autonomy, data analytics, and critical infrastructure.

The proposed program will leverage the three graduate student summer internships that are supported by a National Science Foundation (NSF) grant, the Industry University Cooperative Center (NSF Award Number FAIN: 2413330), as well as other grants awarded to and anticipated by A&M-Corpus Christi to support research assistantships. Estimates of anticipated external funding are based on historical trends of funding success. The proposed program will offer four concentration areas: (a) civil and environmental engineering, (b) electrical and advanced manufacturing, (c) industrial and process engineering, and (d) mechanical and energy engineering.

The proposed Ph.D. program is designed to equip students with advanced knowledge and skills through a robust core curriculum, specialized elective courses, and research hours. Students will be recruited from the existing undergraduate and master's degree programs in addition to other programs. The proposed program will significantly contribute to workforce development and foster sustained growth within the community.

A&M-Corpus Christi certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 5.45 regarding need, quality, financial and faculty resources, standards, and costs.

## I. NEED

### A. Employment Opportunities

The continuous evolution of technology is driving the need for highly specialized knowledge in various engineering fields. This includes areas like advanced manufacturing, renewable energy, AI in process and power industries, and smart technologies in construction. As industries like advanced manufacturing and semiconductor sectors integrate advanced technologies, there will be a growing demand for engineers with Ph.D. qualifications to lead innovative projects and research supported by federal initiatives, like the Creating Helpful Incentives to Produce Semiconductors for America (CHIPS) and Science Act. The continued emphasis on technological innovation and sustainability will maintain the demand for Ph.D. graduates, offering competitive salaries and diverse career opportunities across academia and industry.

### B. Projected Enrollment

A&M-Corpus Christi will recruit students from the existing undergraduate and master's degree programs. In the future, the proposed program expects to recruit a modest number of out-of-state and international students. Existing undergraduate and graduate students have expressed interest in a doctoral program. Local corporate partners are supportive of the program.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Full-Time</b>					
In-state	10	14	14	13	14
Out-of-state	0	1	1	1	0
Out-of-country	0	0	0	1	1
FTSE Semester Credit Hours	240	360	360	360	360
<b>Part-Time</b>					
In-state	0	0	0	0	0
Out-of-state	0	0	0	0	0
Out-of-country	0	0	0	0	0
FTSE Semester Credit Hours	0	0	0	0	0
<b>Total New Students</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Total FTSE Semester Credit Hours</b>	<b>240</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>
Attrition Headcount		1	1	1	1
Graduates	0	0	0	5	10
<b>Cumulative Headcount</b>	<b>10</b>	<b>24</b>	<b>38</b>	<b>47</b>	<b>51</b>

### C. Existing State Programs

There are other doctoral programs in engineering in Texas, but none provide the unique opportunities that will be offered by A&M-Corpus Christi. The proposed program at A&M-Corpus Christi will provide unique opportunities to participate in interdisciplinary



projects, intern with existing corporate partners, partner with nationally recognized research institutes, and focus on local and regional challenges. The following table shows the existing doctoral engineering programs.

Degree Title & Designation	University	CIP Code
Doctorate, Engineering	Texas A&M University-College Station	14.0101.00
Doctorate, Interdisciplinary	Texas A&M University-College Station	14.0101.00
Doctorate, Engineering	Lamar University	14.0101.00
Doctorate, Engineering	Texas A&M-Kingsville	14.0101.00
Doctorate, Applied Science	Southern Methodist University	14.0101.00

## II. QUALITY & RESOURCES

### A. Faculty

Four additional tenure-track faculty in the areas of civil, electrical, mechanical, and industrial engineering will be hired. Two will be hired in year two and two in year three of the proposed program, dependent upon subsequent enrollment and funding.

### B. Program Administration

A half-time program coordinator will be hired from the existing faculty. The position will require reassigned time but not an additional position.

### C. Other Personnel

No new staff positions are needed for this program. It will be supported by the existing departmental administrative and business staff. By year five, a total of 35 graduate assistants will be in place at a cost over the first five years of \$2,683,755. The institutional resources will fund 10 graduate assistants and external grants will fund approximately 25 graduate research assistants.

### D. Supplies, Materials

No additional supplies and materials are needed for this program.

### E. Library

Four additional databases are needed for this program.

### F. Equipment, Facilities

No additional facilities or equipment costs will be incurred for this program, due to existing laboratory spaces. Additional facilities and equipment will be supported by grants. External funding amounts are based on historical trends of funding success.

### G. Accreditation

No accreditation will be sought for this program.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$2,972,375	Formula Income	\$1,016,002
Program Administration	\$201,583	Statutory Tuition	\$532,857
Graduate Assistants*	\$2,683,755	Reallocation	\$0
Supplies & Materials	\$0	Designated Tuition	\$0
Library & IT Resources	\$27,705	Other Funding: Includes Graduate tuition and fees	\$556,051
Equipment, Facilities	\$0	Federal Grant Funding (in hand only)	\$4,597,650
Other (Student Scholarships/Funding)**	\$476,016	Anticipated Grant Funding	\$4,073,401
Other (Clerical/Staff)	\$0		
<b>Estimated 5-Year Costs</b>	<b>\$6,361,434</b>	<b>Estimated 5-Year Revenues</b>	<b>\$10,775,961</b>

\*Student assistantships/scholarships are dependent on subsequent funding, including external funding. External funding amounts are based on historical trends of funding success.

\*\*Student scholarships are dependent on external funding. External funding amounts are based on historical trends of funding success.

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

**Subject:** Approval of a New Associate of Business Administration Degree Program with a Major in General Business and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Corpus Christi (A&M-Corpus Christi) leading to an Associate of Business Administration (A.B.A.) degree program with a major in General Business, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

**Background Information:**

A&M-Corpus Christi is proposing an Associate of Business Administration (A.B.A.) in General Business. This credential is designed as an off-ramp for eligible students who are unable to continue their bachelor's degree program within the College of Business. This degree will be available to majors in all the B.B.A.s in the college, including Accounting, Business Analytics and Information Systems, Business Economics, Finance, General Business, Management, and Marketing. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned towards their bachelor's degree. This credential recognizes their accomplishment and its value for their career. Students who earn the associate degree will be encouraged to continue the pursuit of a bachelor's degree when they are able. The credits applied to the associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.B.A. General Business program will require completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at A&M-Corpus Christi, and 9 SCH must be in the major.

**A&M System Funding or Other Financial Implications:**

The program will be funded through tuition and fees generated from projected enrollment and formula funding. There are no broader financial implications for The Texas A&M University System.

**Strategic Plan Imperative(s) This Item Advances:**

The proposed program addresses the A&M System's strategic plan, particularly imperative 3, preparing students for successful careers, and imperative 5, responding to the needs of the people of Texas and contributing to the state's economy by providing credentials of value to students who cannot complete their bachelor's degrees.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Associate of Business Administration Degree Program with a Major in General Business and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 new Associate of Business Administration Degree Program with a Major in General Business.**

**The Board also authorizes submission of A&M-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.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University-Corpus Christi**

New Associate of Business Administration Degree Program  
with a Major in General Business  
(CIP 52.0101.00)

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**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Management and Marketing in the College of Business

The proposed Associate of Business Administration (A.B.A.) in General Business is embedded within the Bachelor of Business Administration (B.B.A.) in General Business and will be offered face-to-face and 100% online. This credential is designed as an off-ramp for eligible students who are unable to continue their bachelor's degree program within the College of Business. This degree will be available to students in all the B.B.A.s in the college, including Accounting, Business Analytics and Information Systems, Business Economics, Finance, General Business, Management, and Marketing. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned toward their bachelor's degree. This credential recognizes their accomplishment and its value for their career. Students who earn the proposed associate degree will be encouraged to continue pursuing a bachelor's degree when they are able. The credits applied to the associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.B.A. in General Business program will require the completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at Texas A&M University-Corpus Christi, and 9 SCH must be in the major.

The faculty of the College of Business have ensured that the coursework required for the proposed A.B.A. degree program represents the foundational courses and concepts of a business degree. Students who are awarded the proposed A.B.A. degree program will demonstrate an understanding of these foundational concepts and practices. These should be applicable to a wide range of career paths and applications.

The proposed implementation date is fall 2025.

A&M-Corpus Christi certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs.

**I. NEED****A. Employment Opportunities**

The proposed A.B.A. in General Business will prepare students for entry-level positions in areas like customer service, office management, accounting/bookkeeping, and/or administrative support. The Lumina Foundation's "Credentials of Value" data shows that 54% of Texans ages 25 to 64 with an associate degree earn 15% more than the national median annual salary/wage of a high school graduate. The United States Census Post-Secondary Employment Outcomes Explorer (PSEO) shows the expected income for

someone with an associate degree in business in the Coastal Bend region is \$35,183 at one year, \$48,289 at five years, and \$58,848 at 10 years post-graduation.

## **B. Projected Enrollment**

A&M-Corpus Christi plans to offer the proposed A.B.A. in General Business to students who have stopped out and who meet the degree requirements. The A.B.A. will provide students with a credential of value that recognizes their time at A&M-Corpus Christi and will increase the likelihood they will return to complete their bachelor's degree. In the College of Business, for the three years prior to August 2023, there were 41 students who would have been eligible to receive the degree.

## **C. Existing State Programs**

There are 29 community colleges in Texas offering an associate degree with the business/commerce general CIP code (52.0201). As an embedded A.B.A., this proposed degree program is designed not to compete with other associate programs. The embedded associate degree will be an off-ramp for students previously or currently enrolled in a bachelor's degree program who stop out or need to (hopefully temporarily) discontinue their baccalaureate education. Per the Texas Higher Education Coordinating Board, the Embedded Associate Frequently Asked Questions, A&M-Corpus Christi will not advertise or recruit for this program.

# **II. QUALITY & RESOURCES**

## **A. Faculty**

No additional faculty are needed for this program.

## **B. Program Administration**

No additional cost will be incurred for this program.

## **C. Other Personnel**

This program will require some staff time in the Offices of the Registrar and Advising to confirm eligibility of students, to communicate with the students, and to award the degree. These activities will be coordinated with our existing retention and student success efforts.

## **D. Supplies, Materials**

No additional supplies and materials are needed for this program.

## **E. Library**

No additional library resources are needed for this program.

## **F. Equipment, Facilities**

There are no new equipment or facilities associated with this proposal.

### G. Accreditation

No accreditation is available for the associate degree program.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS			SOURCES OF FUNDING	
Faculty	\$0		Formula Income	\$0
Program Administration	\$0		Statutory Tuition	\$0
Graduate Assistants	\$0		Reallocation	\$0
Supplies & Materials	\$0		Designated Tuition	\$0
Library & IT Resources	\$0		Other Funding: *Includes Graduate Tuition and Student Fees	\$0
Equipment, Facilities	\$0			
Other (Accreditation)	\$0			
Other (Clerical/Staff)	\$0			
<b>Estimated 5-Year Costs</b>	<b>\$0</b>		<b>Estimated 5-Year Revenues</b>	<b>\$0</b>

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

**Subject:** Approval of a New Associate of Arts Degree Program with a Major in Humanities and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Corpus Christi (A&M-Corpus Christi) leading to an Associate of Arts (A.A.) degree program with a major in Humanities, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

**Background Information:**

A&M-Corpus Christi is proposing an A.A. in Humanities. This credential is embedded within existing bachelor's degree programs and designed as an off-ramp for eligible students who are unable to continue their baccalaureate degree programs in English, History, Spanish, or Philosophy. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned toward their baccalaureate degrees. This credential recognizes students' accomplishments and its value for their career. Students who earn the associate degree will be encouraged to pursue a bachelor's degree when they are able. The credits applied to the proposed associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.A. in Humanities program will require the completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at A&M-Corpus Christi, and 9 SCH must be in the major.

**A&M System Funding or Other Financial Implications:**

The program will be funded through tuition and fees generated from projected enrollment and formula funding. There are no broader financial implications for The Texas A&M University System.

**Strategic Plan Imperative(s) this Item Advances:**

The proposed program addresses The Texas A&M University System's strategic plan, particularly imperative 3, preparing students for successful careers, and imperative 5, responding to the needs of the people of Texas and contributing to the state's economy by providing credentials of value to students who cannot complete their bachelor's degrees.



Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Associate of Arts Degree Program with a Major in Humanities and  
Authorization to Request Approval from the Texas Higher Education Coordinating  
Board

I recommend adoption of the following minute order:

**“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 new Associate of Arts Degree Program with a Major in Humanities.**

**The Board also authorizes submission of A&M-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.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University-Corpus Christi**

New Associate of Arts Degree Program  
with a Major in Humanities  
(CIP 24.0103.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Humanities in the College of Liberal Arts

The proposed Associate of Arts (A.A.) in Humanities degree program is embedded within the bachelor's degree programs in English, Spanish, History, or Philosophy, and will be offered face-to-face. This credential is designed as an off-ramp for eligible students who are unable to continue their bachelor's degree programs within the College of Liberal Arts. This degree will be available to majors in all the B.A.s in English, Spanish, History, and Philosophy. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned toward their bachelor's degree. This credential recognizes their accomplishment and its value for their career. Students who earn the associate degree will be encouraged to continue pursuing a bachelor's degree when they are able. The credits applied to the associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.A. in Humanities program will require the completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at Texas A&M University-Corpus Christi (A&M-Corpus Christi), and 9 SCH must be in the major.

The proposed implementation date is fall 2025.

A&M-Corpus Christi certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.56 regarding need, quality, financial and faculty resources, standards, and costs.

**I. NEED****A. Employment Opportunities**

The proposed A.A. in Humanities will prepare students for entry-level positions or help them get promoted. The Lumina Foundation's "Credentials of Value" data shows that 54% of Texans ages 25 to 64 with an associate degree earn 15% more than the national median annual salary/wage of a high school graduate. The United States Census Post-Secondary Employment Outcomes Explorer shows an expected income range for someone with an associate degree in philosophy, history, English, and/or foreign languages in Texas is between \$23,210-\$29,922 at one year, \$35,528-45,067 at five years, and \$52,836-55,333 at 10 years post-graduation.

**B. Projected Enrollments**

A&M-Corpus Christi plans to offer the proposed A.A. in Humanities to eligible students who have stopped out. Being awarded the A.A. will provide students with a credential of value that recognizes their time at A&M-Corpus Christi and will increase the likelihood

they will return to complete their bachelor's degree program. In the College of Liberal Arts, in August 2023, for the three years prior to that date, there were 21 students eligible to receive the degree.

### **C. Existing State Programs**

There are three community colleges in Texas offering an associate degree with the humanities CIP code (24.0103). As an embedded A.A. degree, this proposed degree program is designed not to compete with other associate programs. The embedded associate degree will be an off-ramp for students previously or currently enrolled in a bachelor's degree program who stop out or need to (hopefully temporarily) discontinue their baccalaureate education. Per the Texas Higher Education Coordinating Board's Embedded Associate Frequently Asked Questions, A&M-Corpus Christi will not advertise or recruit for this program.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

No additional faculty are needed for this program.

### **B. Program Administration**

No additional cost will be incurred for this program.

### **C. Other Personnel**

This program will require some staff time in the Offices of the Registrar and Advising to confirm eligibility of students, to communicate with the students, and to award the degree. These activities will be coordinated with our existing retention and student success efforts.

### **D. Supplies, Materials**

No additional supplies and materials are needed for this program.

### **E. Library**

No additional library resources are needed for this program.

### **F. Equipment, Facilities**

There are no new equipment or facilities associated with this proposal.

### **G. Accreditation**

There is no accreditation associated with this program.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$0	Formula Income	\$0
Program Administration	\$0	Statutory Tuition	\$0
Graduate Assistants	\$0	Reallocation	\$0
Supplies & Materials	\$0	Designated Tuition	\$0
Library & IT Resources	\$0	Other Funding: *Includes Graduate Tuition and Student Fees	\$0
Equipment, Facilities	\$0		
Other (Accreditation)	\$0		
Other (Clerical/Staff)	\$0		
<b>Estimated 5-Year Costs</b>	<b>\$0</b>	<b>Estimated 5-Year Revenues</b>	<b>\$0</b>

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

**Subject:** Approval of a New Associate of Science Degree Program with a Major in Social Sciences and Authorization to Request Approval from the Texas Higher Education Coordinating Board

**Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Corpus Christi (A&M-Corpus Christi) leading to an Associate of Science (A.S.) in Social Sciences, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

**Background Information:**

A&M-Corpus Christi is proposing an A.S. in Social Sciences. This credential is designed as an off-ramp for eligible students who are unable to continue their bachelor's degree program within the College of Liberal Arts. This degree will be available to majors in Criminal Justice, Political Science, Psychology, and Sociology. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned toward their bachelor's degree. This credential recognizes their accomplishment and its value for their career. Students who earn the associate degree will be encouraged to continue pursuing a bachelor's degree when they are able. The credits applied to the associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.S. in Social Sciences program will require the completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at A&M-Corpus Christi, and 9 SCH must be in the major.

**A&M System Funding or Other Financial Implications:**

The program will be funded through tuition and fees generated from projected enrollment and formula funding. There are no broader financial implications for The Texas A&M University System (A&M System).

**Strategic Plan Imperative(s) this Item Advances:**

The proposed program addresses the A&M System's strategic plan, particularly imperative 3, preparing students for successful careers, and imperative 5, responding to the needs of the people of Texas and contributing to the state's economy by providing credentials of value to students who cannot complete their bachelor's degrees.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 9, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Associate of Science Degree Program with a Major in Social Sciences and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“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 new Associate of Science Degree Program with a major in Social Sciences.**

**The Board also authorizes submission of A&M-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.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University-Corpus Christi**

New Associate of Science Degree Program  
with a Major in Social Sciences  
(CIP 45.0101.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Social Sciences in the College of Liberal Arts

The proposed Associate of Science (A.S.) in Social Sciences degree program is embedded within the bachelor's degree programs in Criminal Justice, Political Science, Psychology and Sociology, and will be offered face-to-face. This credential is designed as an off-ramp for eligible students who are unable to continue their bachelor's degree program in Criminal Justice, Political Science, Psychology, or Sociology. Students will be contacted and invited to accept an associate degree that is merited by the credit they have earned toward their bachelor's degree. This credential recognizes their accomplishment and its value for their career. Students who earn the associate degree will be encouraged to continue pursuing a bachelor's degree when they are able. The credits applied to the associate degree will be applicable within the initial bachelor's degree catalog. The proposed A.S. in Social Sciences program will require the completion of 60 semester credit hours (SCH), of which at least 30 SCH must be taken in-residence at Texas A&M University-Corpus Christi (A&M-Corpus Christi), and 9 SCH must be in the major.

The proposed implementation date is fall 2025.

A&M-Corpus Christi certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.56 regarding need, quality, financial and faculty resources, standards, and costs.

**I. NEED****A. Employment Opportunities**

The proposed A.S. in Social Sciences will prepare students for entry-level positions or help them get promoted. The Lumina Foundation's "Credentials of Value" data shows that 54% of Texans ages 25 to 64 with an associate degree earn 15% more than the national median annual salary/wage of a high school graduate. The United States Census Post-Secondary Employment Outcomes Explorer shows the expected income for someone with an associate degree in social sciences in Texas is \$31,953 at one year, \$46,372 at five years, and \$57,393 at 10 years post-graduation.

**B. Projected Enrollment**

A&M-Corpus Christi plans to offer the proposed A.S. in Social Sciences to eligible students who have stopped out. Being awarded the A.S. will provide students with a credential of value that recognizes their time at A&M-Corpus Christi and will increase the

likelihood they will return to complete their bachelor's degree. In the College of Liberal Arts, majors in Psychology and Criminal Justice, for the three years prior to August 2023, there were 63 students eligible to receive this degree.

### **C. Existing State Programs**

There are 10 community colleges in Texas offering an associate degree in Social Science (CIP code 45.0101). As an embedded associate of science degree, this proposed degree program is designed not to compete with other associate programs. The embedded associate degree will be an off-ramp for students previously or currently enrolled in a bachelor's degree program who stop out or need to (hopefully temporarily) discontinue their baccalaureate education. Per the Texas Higher Education Coordinating Board's Embedded Associate Frequently Asked Questions, A&M-Corpus Christi will not advertise or recruit for this program.

## **II. QUALITY & RESOURCES**

### **A. Faculty**

No additional faculty are needed for this program.

### **B. Program Administration**

No additional cost will be incurred for this program.

### **C. Other Personnel**

This program will require some staff time in the Offices of the Registrar and Advising to confirm eligibility of students, to communicate with the students, and to award the degree. These activities will be coordinated with our existing retention and student success efforts.

### **D. Supplies, Materials**

No additional supplies and materials are needed for this program.

### **E. Library**

No additional library resources are needed for this program.

### **F. Equipment, Facilities**

There are no new equipment or facilities associated with this proposal.

### **G. Accreditation**

There is no accreditation associated with this program.



### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$0	Formula Income	\$0
Program Administration	\$0	Statutory Tuition	\$0
Graduate Assistants	\$0	Reallocation	\$0
Supplies & Materials	\$0	Designated Tuition	\$0
Library & IT Resources	\$0	Other Funding: *Includes Graduate Tuition and Student Fees	\$0
Equipment, Facilities	\$0		
Other (Accreditation)	\$0		
Other (Clerical/Staff)	\$0		
<b>Estimated 5-Year Costs</b>	<b>\$0</b>	<b>Estimated 5-Year Revenues</b>	<b>\$0</b>

## **AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

**Subject:** Approval of a New Bachelor of Science Degree Program with a Major in Architecture and a New Bachelor of Architecture Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the establishment of new degree programs at Texas A&M University-Corpus Christi (A&M-Corpus Christi) leading to either a Bachelor of Science (B.S.) in Architecture or a Bachelor of Architecture (B.Arch.), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

### **Background Information:**

A&M-Corpus Christi is proposing both the B.S. in Architecture and B.Arch. A long-term partnership between Del Mar College and A&M-Corpus Christi will form a 2+2+1 pathway from the Associate of Science in Architecture awarded by Del Mar College to the four-year B.S. Architecture or the five-year B. Arch., which fulfills part of the requirements for graduates who pursue licensure. Students will be recruited from Del Mar College and other programs. The proposed program will focus on construction technology and project management to provide a technical, in-demand education at minimal cost to students. The goal of this program is to provide an affordable, supportive, and more accessible pathway to licensure students locally. The program will prepare highly technically trained, better qualified employees for the local and regional building industry workforce.

### **A&M System Funding or Other Financial Implications:**

The program will be funded through tuition and fees generated from projected enrollment and formula funding. Student costs will be kept low through the 2+2+1 pathway. The use of existing, brand-new equipment and facilities on the Del Mar College campus will alleviate capital expenditures.

### **Strategic Plan Imperative(s) This Item Advances:**

The proposed bachelor's programs address several goals of The Texas A&M University System's strategic plan, particularly imperative 1 that recruitment and admissions strategies provide an array of pathways for students; imperative 5, responding to the needs of Texas and contributing to the state's economy; and imperative 6, displaying prudent financial stewardship and sustainability, by using existing resources in a responsible and student-focused manner.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Office of the President

May 14, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Architecture and a New Bachelor of Architecture Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System approves the establishment of new degree programs at Texas A&M University-Corpus Christi leading to a new Bachelor of Science with a Major in Architecture or a Bachelor of Architecture.**

**The Board also authorizes submission of A&M-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.”**

Respectfully submitted,

Kelly M. Miller  
President

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

**Texas A&M University-Corpus Christi**

New Bachelor of Science Degree Program  
with a Major in Architecture  
New Bachelor of Architecture Degree Program  
(CIP 04.0201.00)

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**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: Department of Engineering in the College of Engineering and Computer Science

The proposed Bachelor of Science (B.S.) with a major in Architecture and Bachelor of Architecture (B.Arch.) degree program is the result of a long-term partnership between Del Mar College and Texas A&M University-Corpus Christi (A&M-Corpus Christi). This partnership will form a 2+2+1 pathway from Del Mar College's well-established Associate of Science (A.S.) Architecture degree program to A&M-Corpus Christi's four-year 120-semester credit hour (SCH) B.S. in Architecture or the five-year 150-SCH B.Arch., a professional degree that partially fulfills licensure requirements for qualifying graduates.

Graduates of Del Mar College's A.S. degree program will have a barrier-free pathway to the A&M-Corpus Christi programs. The program will also be open to transfer admissions from other regional community colleges and universities. The program will focus on construction technology and project management to provide a technical, in-demand education at minimal cost to students. The goal of this program is to provide an affordable, supportive and more accessible pathway to licensure to students locally in a seamless, direct, turnkey manner. The program will provide highly technically trained, better qualified employees for the local building industry workforce. The proposed implementation date is fall 2026.

A&M-Corpus Christi certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs.

**I. NEED**

**A. Employment Opportunities**

Architecture is an industry on the verge of losing numerous generational, experienced architects to retirement, and there are not enough new architects being trained to fill all the vacant positions. Also, more advanced, complex building systems are being constructed in today's world, requiring more individualized, technologically advanced members to be a part of the project design team. The U.S. Bureau of Labor Statistics for Texas shows a large growth in new jobs in the architectural industry in the near future. This new program will supply a much needed, better qualified employee into the workforce, especially in local and regional communities. The idea is that if the institution can train the workers

from the region, the local workforce can retain them without losing them to other job markets.

## B. Projected Enrollment

The Del Mar College to A&M-Corpus Christi pipeline will provide a regular flow of students. Graduates from the existing program who cannot or will not leave the region are enthusiastic about this program. Local corporate partners are supportive of the program. The following table shows the estimated enrollment for the first five years of the program.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Full-Time</b>					
In-state	30	41	50	63	75
Out-of-state	0	0	0	1	1
Out-of-country	1	1	2	2	3
FTSE Semester Credit Hours					
<b>Part-Time</b>					
In-state	1	1	2	2	3
Out-of-state	0	0	0	0	0
Out-of-country	0	0	0	0	0
FTSE Semester Credit Hours					
<b>Total New Students</b>	<b>32</b>	<b>43</b>	<b>54</b>	<b>68</b>	<b>82</b>
<b>Total FTSE Semester Credit Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Attrition Headcount					
Graduates	0	1	17	20	25
<b>Cumulative Headcount</b>	<b>32</b>	<b>74</b>	<b>111</b>	<b>159</b>	<b>216</b>

## C. Existing State Programs

There are eight institutions that offer bachelor's degree programs in architecture in Texas, but most are "maxed out" due to a lack of space. None of these programs are in the South Texas region, south of San Antonio. There is one 2+2+1 partnership program located in El Paso, titled "Texas Tech at El Paso." The proposed A&M-Corpus Christi program will be distinct in its emphasis on construction and program management, and the foundation provided by Del Mar College, which includes certificate options in architectural design, digital design and fabrication, and 3-D printing and prototyping technology occupational skills.

## II. QUALITY & RESOURCES

### A. Faculty

Three new faculty will be hired in years one, two, and three of the proposed programs, dependent on enrollment and funding.

## **B. Program Administration**

Associate Professor Laura Wright Bienek currently serves as director of the Architectural/Drafting Technology program at Del Mar College. In her new role as director of the partnership program, she will focus on the growth, curriculum, assessment, accreditation, and administration of the architecture programs. One of the new faculty hired by A&M-Corpus Christi will serve as the program coordinator with a one course reassignment each term. The program coordinator will work with Professor Wright Bienek to administer the proposed program.

## **C. Other Personnel**

Two part-time student teaching assistants and one part-time student lab technician are needed for this program. These positions will be hired in years one and three as the program grows.

## **D. Supplies, Materials**

No additional supplies and materials are needed for this program.

## **E. Library**

\$128,000 for equipment, consumables, and facility operational costs will be needed for this program.

## **F. Equipment, Facilities**

No additional facilities or equipment costs will be incurred for this program.

## **G. Accreditation**

A&M-Corpus Christi will be able to seek accreditation from the National Architectural Accrediting Board (NAAB) after the first students have graduated from the five-year B.Arch. professional degree program. The proposed program has been built based on the NAAB core values and student learning objectives and outcomes. An NAAB consultant in the first three years will cost \$3,750 in wages and \$2,000 in travel expenses.

### III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$1,545,901	Formula Income	\$876,868
Program Administration	\$609,752	Statutory Tuition	\$3,152,479
Teaching Assistants and Student Employees	\$162,278	Reallocation	\$0
Supplies & Materials	\$0	Designated Tuition	\$0
Library & IT Resources	\$128,000	Other Funding: *Includes Graduate Tuition and Student Fees	\$1,539,224
Equipment, Facilities	\$0		
Other (Accreditation)	\$11,500		
Other (Clerical/Staff)	\$0		
<b>Estimated 5-Year Costs</b>	<b>\$2,457,431</b>	<b>Estimated 5-Year Revenues</b>	<b>\$5,568,571</b>

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Kelly M. Miller, President  
Texas A&M University-Corpus Christi

Dr. Cliff Lamb, Director  
Texas A&M AgriLife Research

**Subject:** Establishment of the Center for Marine Aquaculture

**Proposed Board Action:**

Establish the Center for Marine Aquaculture as a joint Texas A&M University-Corpus Christi (A&M-Corpus Christi) and Texas A&M AgriLife Research (AgriLife Research) Center.

**Background Information:**

The Center for Marine Aquaculture (CMA) is aimed at supporting the expansion and sustainability of marine aquaculture in Texas and the wider United States. This proposal to establish the CMA is in direct response to the need for research, education, workforce development and technological advancements for improved and sustainable marine aquaculture systems. The CMA will set A&M-Corpus Christi and AgriLife Research, as well as The Texas A&M University System (A&M System), as leaders in marine aquaculture and aquatic resource development. The CMA will catalyze industry growth through sustainable intensification, increased long-term employment opportunities, improved production efficiency and quality, and the development of new products and markets. The CMA will achieve these goals by bringing together the expertise, resources, and partnerships from A&M-Corpus Christi and AgriLife Research. The CMA is committed to educating and preparing a skilled workforce through hands-on opportunities and industry partnerships. Finally, a key strength of the CMA will be to support the commercialization of novel aquaculture and bioresource technologies, including genetically improved germplasm.

**A&M System Funding or Other Financial Implications:**

The Executive Summary lists the commitments and funding available to support the CMA.

**Strategic Plan Imperative this Item Advances:**

Approval of this agenda item directly supports Strategic Imperative 4 of the A&M System: increasing prominence by building a robust and targeted research portfolio. This initiative strengthens the research capacity of A&M-Corpus Christi and AgriLife Research, reinforcing their shared commitment to cutting-edge innovation, interdisciplinary collaboration, and impactful discovery. This effort will enhance academic distinction and drive real-world solutions in marine aquaculture that will benefit both society and the economy.



Agenda Item No.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI  
TEXAS A&M AGRILIFE RESEARCH**

Office of the President

Office of the Director

May 13, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Establishment of the Center for Marine Aquaculture

I recommend adoption of the following minute order:

**“The Center for Marine Aquaculture is hereby established as a joint Texas A&M University-Corpus Christi and Texas A&M AgriLife Research center.”**

Respectfully submitted,

Dr. Cliff Lamb  
Director  
Texas A&M AgriLife Research

Kelly M. Miller  
President  
Texas A&M University-Corpus Christi

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

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Jeffrey W. Savell, Ph.D.  
Vice Chancellor and Dean  
Agriculture and Life Science

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI**  
**TEXAS A&M AGRILIFE RESEARCH**  
Center for Marine Aquaculture

**EXECUTIVE SUMMARY**

**1. Rationale for the Creation of the Center**

Aquaculture, the cultivation of aquatic species, is among the fastest-growing agricultural sectors worldwide and, due to stagnation in wild capture fishery production, is expected to be the primary source of growth in the global production of seafood in the future. In Texas, coastal aquaculture has historically been limited due to the lack of a regulatory framework for leasing coastal waters. However, recently passed legislation allowing the development of such a framework for oyster farming has presented a timely opportunity for the expansion of agriculture along the extensive and largely underutilized Texas coastline.

In addition to shellfish and finfish production, cultivation of other aquatic species such as microalgae, seaweed and aquatic plants holds tremendous market potential. For example, the global algal market was worth \$20.2B in 2021 and is expected to grow to \$55.7B by 2031. Besides applications in animal feed and food production, algal products are also found in highly lucrative markets such as bio stimulants, pharmaceuticals, nutraceuticals and cosmetics. Algae are also key biological agents in driving the circular economy by recycling and repurposing gaseous waste gases (e.g., CO<sub>2</sub>) and liquid wastes (e.g., organic and inorganic discharges) into useful biomaterials.

**2. General Description of the Center**

The Center for Marine Aquaculture (CMA) will be supported through an existing partnership between Texas A&M University-Corpus Christi (A&M-Corpus Christi) and Texas A&M AgriLife Research (AgriLife Research). This partnership will provide support, resources, and industrial collaborations needed to accelerate the growth of marine aquaculture in the state of Texas. The CMA will serve as a multi-institutional hub that combines and harmonizes the respective strengths of AgriLife Research (agricultural research and leadership, extension, commercialization) and A&M-Corpus Christi (expertise in sustainable coastal systems, coastal infrastructure, and workforce development), and will have the following goals: 1) promoting sustainable food and bioresource production in the marine environment; 2) developing and promoting agroecological approaches that harmonize aquatic resource production and the environment; 3) improvement of economic resilience of coastal communities; and 4) increasing collaborations between academia and industry.

Establishment of the CMA aligns with the goals of A&M-Corpus Christi to develop a national research profile as an emerging research university and to become a global leader in sustainability science, as well as with the goals of AgriLife Research in promoting sustainable food production, economic development, and healthy living in the state of Texas and beyond. Development of the CMA will position The Texas A&M University System (A&M System) as a world leader in marine aquaculture.

The mission of the CMA will be approached through three research units: 1) Genetics and Breeding; 2) Development of Sustainable Production Systems for Aquaculture and Marine Resources; and 3) Bioproduct Development. Uniting each of these research areas will be an emphasis on aquaculture workforce development and technology transfer and commercialization.

### **3. Potential Faculty Associated with the Center**

We anticipate that the faculty associated with the CMA will span across A&M-Corpus Christi, AgriLife Research, and potentially throughout the A&M System. Faculty and researchers who wish to be affiliated with the CMA will be able to apply for affiliate status. The following faculty and staff have already been identified to be associated with the CMA:

- Ellis Chapman, Program Director, Harte Research Institute, A&M-Corpus Christi
- Dr. Chris Hollenbeck, Assistant Professor, Department of Life Sciences, A&M-Corpus Christi/AgriLife Research
- Dr. Roel Lopez, Professor and Department Head, Rangeland, Wildlife & Fisheries Management and Director of the Natural Resources Institute, Texas A&M AgriLife
- Dr. Joseph Matt, Associate Research Scientist, Department of Life Sciences, A&M-Corpus Christi/AgriLife Research
- Dr. Jennifer Pollack, Professor and Endowed Chair for Coastal Conservation and Restoration, Harte Research Institute, A&M-Corpus Christi
- Dr. David Portnoy, Professor, Department of Life Sciences, A&M-Corpus Christi
- Dr. Greg Stunz, Executive Director, Harte Research Institute, A&M-Corpus Christi
- Dr. Kam Tang, Professor and Chair, Department of Life Sciences, A&M-Corpus Christi

### **4. Potential Activities**

**Research Activities.** A core competency of the CMA will be to drive cutting-edge research to advance sustainable aquaculture practices and marine resource utilization. These will include but are not limited to: 1) the domestication and selective breeding of aquatic species, which will facilitate development of new agricultural markets (by domesticating and establishing production models for new species) and will drive improvements in the production and quality of farmed products by improving economically important traits related to growth, survival, and stress tolerance; 2) the development of effective and sustainable production systems for new and existing aquatic species; and 3) the development of marine bioproducts such as biofuels, bio stimulants, nutritional supplements, and pharmaceuticals. By leveraging expertise in biology, ecology, chemistry, and engineering at A&M-Corpus Christi and AgriLife Research, the CMA will have the capacity to explore and develop systems for marine resource production that optimize resource efficiency, minimize environmental impact, and enhance economic viability, positioning Texas as a leader in the emerging blue economy.

**Education and Outreach Activities.** Through partnerships with A&M-Corpus Christi and Texas A&M University (Texas A&M), the CMA will play a crucial role in the preparation of aquaculture professionals, researchers, and entrepreneurs. This will be accomplished through the following: 1) workforce development programs; 2) undergraduate and graduate training; 3) industry-integrated curriculum; 4) internships; and 5) technical short courses. The CMA will engage with industry, policymakers and the community by implementing an outreach strategy, including hosting

workshops for the community, K-12 STEM engagement, networking events with industries, and citizen science opportunities.

**Technology Transfer and Commercialization.** A key objective of the CMA is to drive innovation and facilitate the transition of research discoveries into commercially viable solutions. This objective will be accomplished through working closely with Texas A&M Innovation for the commercialization, patenting, and licensing of new germplasm. The CMA will also support the development of startups and other entrepreneurial activities.

## **5. Impact on Education and Training of Students**

The CMA will contribute to the region's economic growth by fostering the development of a skilled workforce well-trained in sustainable aquaculture and associated industries. This economic growth will be accomplished through training staff involved in research projects (postdoctoral scientists, research technicians, graduate students), as well as internships and other hands-on training opportunities. A key strategic position of the CMA is its integration within A&M-Corpus Christi, ensuring accessibility to students within the Fisheries and Mariculture program and the highly popular Marine Biology and Coastal & Marine Systems programs. Internships, workshops, and collaborations with industry partners will provide students with valuable, relevant experience and networking opportunities. These students will be prepared for careers in aquaculture, bioproduct development, natural resource management, and conservation efforts specific to the region, ensuring a well-trained and productive workforce for both the aquaculture industry, state and federal agencies, and organizations involved in conservation and restoration.

## **6. Resource Requirements**

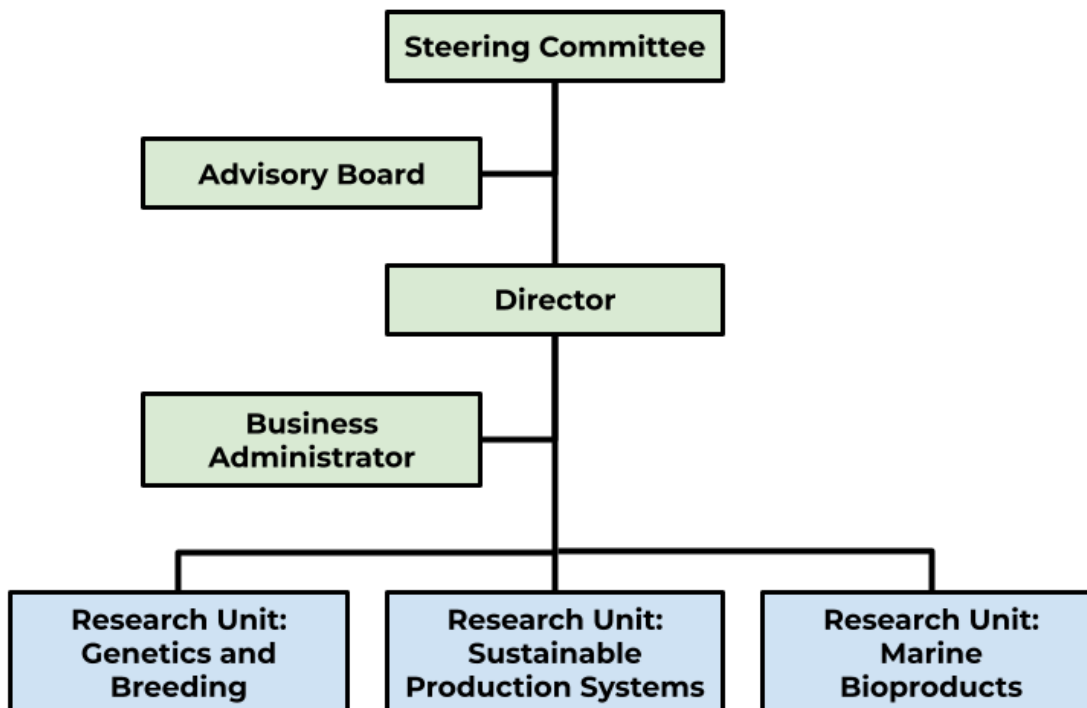
The CMA will utilize existing infrastructure in place at both A&M-Corpus Christi and AgriLife Research facilities. Equipment is in place for current initiatives, but needs are expected to change as the center matures. There is an immediate need for a director, research assistant/associate, and a business administrator that can assist with budgets, travel, etc.

## **7. Sources and Future Expectations of Financial Support**

A&M-Corpus Christi and AgriLife Research are committed to the success of the CMA. Therefore, both entities have committed seed funds to the CMA's initial two years. The faculty affiliated with the CMA are actively pursuing funding and contractual opportunities that will provide additional support to the growth of the CMA.

## **8. Governance and Advisory Structure**

The CMA will be managed using a collaborative management model. In this model, A&M-Corpus Christi agrees to provide the academic and research expertise, access to resources, financial support, and administrative support, whereas AgriLife Research agrees to contribute to funding, research expertise, assistance with the application of novel discoveries related to marine aquaculture, networking opportunities, and strategic guidance.



**Fig. 2.** Proposed governance structure within the CMA.

**Steering Committee Responsibilities:** The Steering Committee will be responsible for providing strategic direction for research activities; reviewing and approving the research agenda and annual operating plans; monitoring progression against key performance indicators (TBD); resolving conflicts; and serving as liaisons between the CMA and respective organizations. The Steering Committee will be composed of an equal number of representatives from A&M-Corpus Christi and AgriLife Research. The proposed composition is as follows:

**AgriLife Research Members:**

- Mr. Stephen Cisneros, Executive Associate Director, Texas A&M AgriLife Research**  
 With oversight of research activities across 13 AgriLife Research and Extension Centers across Texas, Mr. Cisneros brings extensive experience in statewide research coordination. His knowledge of agricultural research and funding mechanisms ensures strong integration between AgriLife Research and marine aquaculture initiatives.
- Dr. Amir Ibrahim, Associate Director and Chief Scientific Officer, Texas A&M AgriLife Research**  
 Dr. Ibrahim's leadership in faculty development, grant management and strategic planning ensures that AgriLife's research aligns with industry and academic priorities. His experience in compliance, external partnerships, and export control will be crucial in navigating regulatory and commercial pathways for marine aquaculture innovations.

- **Dr. Juan Landivar, Resident Director and Professor, Texas A&M AgriLife Center at Corpus Christi**

As the head of the AgriLife Research and Extension Center in Corpus Christi, Dr. Landivar has direct experience in supporting innovative research programs and multi-disciplinary collaborations. His expertise in fostering industry-academic partnerships and applied research makes him an asset to the steering committee, ensuring the center remains impactful and relevant to Texas' coastal economy.

#### **Texas A&M-Corpus Christi Members:**

- **Dr. Ahmed Mahdy, Executive Vice President for Research and Innovation, Texas A&M University-Corpus Christi**

As A&M-Corpus Christi's chief research officer, Dr. Mahdy provides high-level strategic oversight of research initiatives, interdisciplinary collaborations, and external funding opportunities. His leadership ensures alignment with institutional research priorities and enhances the center's ability to secure funding and develop impactful programs.

- **Dr. Janet Donaldson, Associate Vice President for Research, Texas A&M University-Corpus Christi**

Dr. Donaldson leads research development efforts at A&M-Corpus Christi, overseeing faculty research support, proposal development, and strategic funding initiatives. Her experience in fostering research collaborations, securing competitive grants, and expanding research capacity makes her essential in ensuring the CMA's sustainability and growth.

- **Incoming Dean, College of Science, Texas A&M University-Corpus Christi**

**Director Responsibilities:** The center director will be appointed jointly by A&M-Corpus Christi and AgriLife Research. The responsibilities of the director will be to manage day-to-day operations of the CMA; implement strategic initiatives; coordinate activities between the CMA and stakeholders on the advisory board; manage finances; and represent the CMA to external stakeholders.

**Advisory Board Responsibilities:** The Advisory Board will be composed of external experts, industry leaders, community representatives, and other necessary key stakeholders. The responsibilities of the Advisory Board will be to provide guidance, advice, and expertise on research priorities, industry trends, and strategic direction. The Advisory Board will also review and provide feedback on research proposals, assist with networking, and monitor industrial trends that may impact the CMA's mission. The Advisory Board will also be tasked with reviewing the CMA annually and providing feedback to the director and Steering Committee on areas to improve.

**Research Support Units Responsibilities:** Each research support unit will have at least one staff research scientist who serves as the liaison between the research team and director. The CMA will initially have three research support units: 1) genetics and breeding; 2) sustainable aquatic production systems; and 3) bioproduct development. Additional staff members related to outreach, workforce development, and technology transfer/commercialization will be added as the CMA

grows. The CMA will serve to facilitate multi-institutional collaborations with affiliate faculty and staff researchers from across the A&M System whose research programs align with the CMA's mission. These affiliates will be related to one (or more) of the focus areas of the CMA.

**Administrative Support Responsibilities:** To provide administrative support for the researchers engaged with the center, a business administrator will be required. The business administrator will be responsible for administrative functions, budget management, proposal management, and compliance.

## **9. Mechanisms for Periodic Review**

It is important to regularly review the progress of the CMA. This will be done through annual reviews conducted by the Advisory Board. Prior to the review the CMA director will prepare an annual progress report. The Advisory Board is expected to review the CMA to determine its strengths, weaknesses and areas where improvement is needed. Additionally, the steering committee will meet quarterly for at least the first two years. Measurements of success will include, but will not be limited to, the amount of funding that has come into the center, establishment of industrial partnerships, the number of affiliates with the center from across the A&M System, the number of students and workforce trained, and the number and quality of publications resulting in research from the center. The progress report and review will also be shared with the president and chief executive officer of A&M -Corpus Christi and the director of A&M AgriLife Research.

Agenda Item No.

**TEXAS A&M UNIVERSITY-KINGSVILLE**

Office of the President

June 16, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of Academic Tenure, August 2025,  
Texas A&M University-Kingsville

I recommend adoption of the following minute order:

**“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-Kingsville as set forth in the exhibit, Tenure List No. 25-04.”**

Respectfully submitted,

Dr. Robert Vela  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**TEXAS A&M UNIVERSITY-KINGSVILLE**  
**BACKGROUND OF FACULTY**  
**RECOMMENDED FOR ACADEMIC TENURE**  
**TENURE LIST NO. 25-04**

ITEM  
EXHIBIT

**COLLEGE OF ARTS & SCIENCES**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u>		<u>Effective Date</u> <u>Tenure</u>
		<u>Univ.</u>	<u>Other Inst.</u>	
Dr. Denise Neill	Associate Professor Clinical Health Sciences		13	Upon Approval by the Board
Ph.D. (2006)	Texas Woman's University, Denton			
Fa 1996 – Su 2001	Southern Arkansas University	Assistant Professor		
Su 2001 – Su 2006	Texas A&M University-Texarkana	Assistant Professor		
Su 2006 – Su 2011	University of Houston-Victoria	Assistant Professor		
Fa 2012 – Su 2014	University of Houston-Victoria	Associate Professor (Tenured 2012)		
Su 2014 – Su 2020	Sam Houston State University	Associate Professor (Tenured 2017)		
Su 2020 – Sp 2025	East Texas A&M University	Associate Professor (Tenured 2020)		
Su 2025 – Present	Texas A&M University-Kingsville	Associate Professor		

Dr. Denise Neill's administrative, teaching, service, and scholarly activities have made significant contributions to academic nursing education and practice. She is professionally active, serving as a leader in regional (Texas Nurses Association District 9, Treasurer), state (Texas Organization of Baccalaureate and Graduate Nursing Educators, Secretary and President), and national nursing organizations. At the national level, she has served on the American Association of Colleges of Nursing's Organizational Leadership Network Steering Committee, as program planning chair and president, and as a member of the Nurse Practice Ready Advisory Group, which focuses on competency-based nurse education. She is also a Commission on Collegiate Nursing Education site reviewer. Dr. Neill's scholarly accomplishments include presentations and publications related to nursing workload and curriculum development. She is currently part of a research team using her Subjective Workload Assessment for Nurses instrument to improve the work environment at a facility in California. Her tool is also being used internationally. In addition, she has consulted with other state institutions as they prepare for accreditation visits and has led successful accreditation reviews in two programs.

To the best of our knowledge, Dr. Denise Neill has behaved in a professional manner throughout her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01, Section 4.3.

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

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Ross Alexander, Ph.D., President  
Texas A&M University-Texarkana

**Subject:** Approval of a New Bachelor of Science Degree Program with a Major in Health Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board

### **Proposed Board Action:**

Approve the establishment of a new degree program at Texas A&M University-Texarkana (A&M-Texarkana) leading to a Bachelor of Science (B.S.) with a major in Health Science, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

### **Background Information:**

A&M-Texarkana is seeking approval to offer a B.S. degree in Health Science. The proposed program offers students a comprehensive understanding of both the intricacies of the healthcare system and the essential administrative skills needed to manage and lead within the healthcare field. The curriculum is designed to foster critical thinking, ethical decision-making and effective communication skills, all of which are essential in healthcare administration roles.

### **A&M System Funding or Other Financial Implications:**

Institutional funds will be used to support the B.S. with a major in Health Science. Three existing core faculty members and three additional faculty members will support the program. The three additional faculty members are expected to be hired in the first three years. The new costs for the first five years will not exceed \$2 million.

### **Strategic Plan Imperative(s) this Item Advances:**

The proposed B.S. with a major in Health Science aligns with The Texas A&M University System strategic plan imperative 3 by preparing students for long-term careers in a fast-growing field.

Agenda Item No.

**TEXAS A&M UNIVERSITY-TEXARKANA**

Office of the President

May 7, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Health Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Texarkana leading to a Bachelor of Science with a major in Health Science.**

**The Board also authorizes submission of Texas A&M University-Texarkana’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.”**

Respectfully submitted,

Ross Alexander, Ph.D.  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs

**Texas A&M University-Texarkana**

Bachelor of Science  
with a major in Health Science  
(CIP 51.0000.00)

**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: College of Nursing, Health, and Human Services; Division of Health

The Bachelor of Science (B.S.) degree with a major in Health Science offers students a comprehensive understanding of both the intricacies of the healthcare system and the essential administrative skills needed to manage and lead within the healthcare field. This interdisciplinary program blends foundational knowledge in health sciences with specialized coursework in healthcare administration, equipping students with the expertise to navigate the complexities of modern healthcare organizations. The curriculum is designed to foster critical thinking, ethical decision-making and effective communication skills, all of which are essential for success in healthcare administration roles.

The education objectives of the program include:

1. Graduates will demonstrate an understanding of the structure, function and dynamics of healthcare systems, including the interplay between various stakeholders, regulatory bodies and delivery models.
2. Graduates will possess the leadership and management skills necessary to effectively lead healthcare teams, manage resources, and navigate complex organizational challenges within healthcare settings.
3. Graduates will be able to apply principles of strategic management and evidence-based decision-making to address operational, financial, and quality-related challenges in healthcare administration, fostering innovative solutions to improve patient outcomes and organizational performance.
4. Graduates will demonstrate an understanding of ethical principles and legal regulations relevant to healthcare administration, including patient confidentiality, informed consent, healthcare privacy laws, and compliance with healthcare regulations such as HIPAA (Health Insurance Portability and Accountability Act).
5. Graduates will be proficient in leveraging healthcare information systems and technology tools to support administrative functions, data-driven decision-making, and quality improvement initiatives within healthcare organizations, ensuring the effective utilization of electronic health records and other health information technologies.

The degree program is comprised of 120 semester credit hours of core curriculum, required courses, and electives.

The proposed implementation date is spring 2026.

Texas A&M University-Texarkana certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards and costs. New costs during the first five years will not exceed \$2 million (if applicable).

## I. NEED

### A. Employment Opportunities

The outlook for the state of Texas, according to the Texas Workforce Commission (TWC), anticipates significant growth in employment in the healthcare field. TWC predicts a 43% growth in employment for health services managers between 2022 and 2032. This reflects the growth in the state's healthcare sector. The forecast holds true for the East Texas region. According to the Bureau of Labor Statistics, the employment outlook for medical and health services managers projects a growth of 29% through 2033. This growth outpaces the average for all occupations.

### B. Projected Enrollment

The projected enrollment for the degree program is comprised of full-time and part-time students from domestic and international locations. The degree program will be operated with a consistent enrollment of 52 students each year.

**Table 1: Projected Enrollment**

<b>Enrollment</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Full-Time</b>					
In-state	20	20	20	20	20
Out-of-state	10	10	10	10	10
Out-of-country	5	5	5	5	5
<b>Part-Time</b>					
In-state	10	10	10	10	10
Out-of-state	5	5	5	5	5
Out-of-country	2	2	2	2	2
<b>Total New Students</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>

### C. Existing State Programs

The existing degree programs are not distributed geographically across the state providing a gap in the East Texas region.

**Table 2. Existing State Programs**

<b>Degree Title &amp; Designation</b>	<b>University</b>	<b>CIP Code</b>	<b>Graduating Students Year 2021</b>	<b>Graduating Students Year 2022</b>
Health Sciences Professions, BS	Angelo State University	51.0000.00	39	58
Health Sciences, BS	Sam Houston State University	51.0000.00	85	115
Health Sciences, BS	Texas State University	51.0000.00	82	120
Health Sciences, BS	Texas Woman's University	51.0000.00	27	18
Integrated Health Sciences, BS	The University of Texas Rio Grande Valley	51.0000.00	13	16
Health Sciences, BS	West Texas A&M University	51.0000.00	112	109

## II. QUALITY & RESOURCES

### A. Faculty

The degree program is comprised of three core faculty members. Three additional faculty members are expected to be hired in the first three years.

### B. Program Administration

Additional program administrative costs are not required.

### C. Other Personnel

Other personnel costs are not required.

### D. Supplies, Materials

Additional supplies and materials costs are not required.

### E. Library

Additional library costs are not required.

### F. Equipment, Facilities

Additional equipment and facility costs are not required.

### G. Accreditation Page

Additional accreditation costs are not required.

## III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$728,000	Formula Income	\$678,418
Program Administration		Statutory Tuition	
Graduate Assistants		Reallocation	
Supplies & Materials		Designated Tuition	
Library & IT Resources		Tuition	\$5,718,507
Equipment, Facilities		Fees	\$1,033,775
<b>Estimated 5-Year Costs</b>	<b>\$728,000</b>	<b>Estimated 5-Year Revenues</b>	<b>\$7,430,700</b>

## Agenda Item No.

### AGENDA ITEM BRIEFING

**Submitted by:** Walter V. Wendler, President  
West Texas A&M University

**Subject:** Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nursing Practice and Authorization to Request Approval from the Texas Higher Education Coordinating Board

#### **Proposed Board Action:**

Approve the establishment of a new degree program at West Texas A&M University (WTAMU) leading to a Doctor of Nursing Practice (D.N.P.) with a major in Nursing Practice, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval and certify that all applicable THECB criteria have been met.

#### **Background Information:**

The proposed D.N.P. in Nursing Practice degree program at WTAMU is designed to prepare advanced practice nurses and healthcare leaders to meet the complex health needs of the Texas Panhandle and surrounding rural communities. This practice-focused doctoral program will equip graduates with the clinical, leadership and policy-making skills needed to improve healthcare outcomes, particularly in underserved areas where access to care is limited.

The Texas Panhandle faces persistent challenges related to healthcare access and poor population health indicators. The proposed D.N.P. degree program will directly address these issues by:

- Developing a local workforce of highly skilled nurse practitioners and clinical leaders;
- Reducing health disparities through evidence-based, ethically competent care;
- Strengthening the region through leadership in quality, coordination, and advocacy.

This program aligns with WTAMU's mission to serve the educational and professional needs of the Texas Panhandle and supports the generational plan, "WT 125: From the Panhandle to the World," which emphasizes community-driven, practical solutions to local challenges.

#### **A&M System Funding or Other Financial Implications:**

The proposed program will leverage existing nursing facilities, which eliminates the need for any major initial investments in new facilities. To support the program and provide adequate support, it is anticipated that two new faculty members and an administrative support personnel member will be needed within the first five years. However, the anticipated funding (formula funding, tuition, and fees) will exceed program costs. The net funding over five years is projected to be \$144,350, ensuring financial sustainability.

#### **Strategic Plan Imperative(s) this Item Advances:**

The proposed program will foster economic growth in the Texas Panhandle region, along with a need for an innovative approach, and addresses imperative 5 of The Texas A&M University System's Board of Regents Strategic Plan to provide "services that respond to the needs of the people of Texas."

Agenda Item No.

**WEST TEXAS A&M UNIVERSITY**

Office of the President

May 14, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nursing Practice and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

**“The Board of Regents approves the establishment of a new degree program at West Texas A&M University leading to a Doctor of Nursing Practice degree with a major in Nursing Practice.**

**The Board also authorizes submission of West 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.”**

Respectfully submitted,

Walter V. Wendler  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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James R. Hallmark, Ph.D.  
Vice Chancellor for Academic Affairs



**West Texas A&M University**

Doctor of Nursing Practice (DNP)  
with a major in Nursing Practice  
(CIP 51.3818.00)

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**Program Review Outline**

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**BACKGROUND & PROGRAM DESCRIPTION**

Administrative Unit: College of Nursing and Health Sciences, Laura and Joe Street School of Nursing

The proposed Doctor of Nursing Practice (D.N.P.) with a major in Nursing Practice degree program at West Texas A&M University (WTAMU) is designed to cultivate and equip leaders to tackle the distinct challenges of rural areas, empowering graduates with the expertise and skills to enhance community well-being and promote long-term sustainability. This program is dedicated and prioritizes rural and frontier health by leveraging community-based learning via regional clinical partnerships. By integrating disciplines to address the complexities of nonurban regions and focusing on applied and measurable impact, it ensures to cultivate the next generation of nursing leaders and advocates.

The educational objectives for the proposed DNP program include the following:

- Integrate Scientific Evidence into Practice  
Apply and translate evidence-based research to improve patient care, clinical outcomes, and healthcare delivery systems.
- Demonstrate Advanced Clinical Expertise  
Provide high-level, patient-centered care in a specialized area of advanced nursing practice, using clinical reasoning and diagnostic skills.
- Lead Quality Improvement Initiatives  
Design, implement, and evaluate quality improvement strategies that enhance patient safety and healthcare outcomes across populations.
- Utilize Health Informatics and Technology  
Apply information systems and technology to manage data, improve decision-making, and support healthcare transformation.
- Influence Healthcare Policy and Advocacy  
Analyze health policies and advocate for system-level change to promote equitable, accessible, and ethical care.
- Promote Interprofessional Collaboration  
Work effectively within interprofessional teams to develop, implement, and evaluate care delivery models that are efficient, and patient focused.
- Demonstrate Leadership in Complex Systems  
Lead at the organizational and systems level to drive innovation, promote organizational change, and improve health outcomes.

- Address Social Determinants of Health  
Design care models and community interventions that address health disparities and promote population health, especially in underserved areas.
- Apply Ethical Principles to Practice  
Incorporate ethical reasoning and legal considerations into clinical and organizational decision-making.
- Contribute to Nursing Scholarship and Practice Innovation  
Engage in scholarly dissemination of practice improvements and contribute to the advancement of the nursing profession through leadership and mentorship.

Students in the proposed program will complete a curriculum requiring a minimum completion of 42 semester credit hours, with 1,000 practice hours, and completion of an applied scholarly project that leads to a measurable impact in underserved communities. The curriculum foundation aligns with the D.N.P. Essentials, as defined by the American Association of Colleges of Nursing, using a competency-based approach with an overarching expectation of cultivating well-rounded, highly skilled nursing leaders capable of improving the future of healthcare.

The proposed implementation date is fall 2026.

WTAMU certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.146 regarding need, quality, financial and faculty resources, standards and costs. The estimated new costs for the program's first five years are \$1,725,000.

## I. NEED

### A. Employment Opportunities

The national labor market outlook for nurses holding a D.N.P. degree is exceptionally strong. The U.S. Bureau of Labor Statistics projects a 40% growth in employment for nurse practitioners from 2023 to 2033, significantly outpacing the average growth rate for all occupations. The surge is driven by factors such as an aging population, heightened focus on preventive care, and expanded healthcare access, particularly for rural and remote areas.

The labor market for D.N.P.-prepared nurses in Texas is robust. While specific salary data for D.N.P.-prepared nurses varies by role and region, advanced education often correlates with higher earning potential. As of May 2024, the median annual wage for nurse practitioners was \$115,440. The evolving healthcare landscape underscores the critical role of the D.N.P. in delivering high-quality, accessible care across the underserved areas of the Texas Panhandle.

### B. Projected Enrollment

The projected enrollment and subsequent growth are supported by strong feeder programs at WTAMU and increasing demand for advanced degrees in applied engineering disciplines. Projected enrollment over the first five years, which includes anticipated attrition, is shown in Table 1:

**Table 1: Projected Enrollment (First Five Years)**

Year	New Students	Cumulative Enrollment	Graduates
1	5	5	0
2	5	10	0
3	6	15	0
4	7	16	5
5	8	19	4

**C. Existing State Programs**

Existing public D.N.P. programs in Texas include schools in the University of Texas Health Science Systems, The Texas A&M University System and the Texas Tech University Health Science Center. However, many of these programs are heavily focused on challenges associated with urbanized regions and focus on challenges associated with larger health systems. WTAMU's proposed program fills a gap by addressing the unique health challenges of rural communities, particularly in the Texas Panhandle.

**II. QUALITY & RESOURCES**

**A. Faculty**

The proposed D.N.P. program will primarily utilize existing WTAMU doctoral faculty with strong teaching and clinical experience in nursing, as well as advanced training and national certifications in focus areas. In addition, program faculty are visible throughout local and regional communities as they continue to make a meaningful impact in the nursing profession. As a result, the nursing department has extensive industry connectivity and a history of positive collaboration across the region. The program anticipates two new faculty hires over the first five years to strengthen the program's capacity for additional students.

**B. Program Administration**

The proposed program will be overseen by the associate dean, who will dedicate 50% of their time to education and administrative duties.

**C. Other Personnel**

A new professional staff member will be hired to manage student advising, recruitment and administrative tasks.

**D. Supplies, Materials**

The program will utilize existing resources, requiring minimal new expenditures for materials.

The institution will allocate a portion of its internal budget or Legislative Appropriations Funding (LAR) to provide scholarship support for graduate students in the program.

## E. Library

WTAMU's Cornette Library has robust digital and physical resources, including access to nursing databases and journals.

## F. Equipment, Facilities

The program will leverage WTAMU's existing equipment and facilities in the Bivins Nursing Learning Center, located in the main Canyon campus, as well as the Baptist Community Services Education floor in the Harrington Academic Hall, Amarillo Center.

## G. Accreditation

The program will seek accreditation through Commission on Collegiate Nursing Education (CCNE). The program will also be accredited through WTAMU's existing institutional accreditation by The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

## III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS		SOURCES OF FUNDING	
Faculty	\$1,350,000	Formula Income	\$595,940
Staff Program Administration	\$325,000	Statutory Tuition	\$296,026
Graduate Assistants		Reallocation	
Supplies & Materials		Designated Tuition / Fees	\$177,385
Library & IT Resources		Other Funding:	
Equipment, Facilities		Grant / LAR	\$750,000
Accreditation Expense	\$10,000	Endowed Scholarship	\$50,000
Scholarship Funding	\$50,000		
<b>Estimated 5-Year Costs</b>	<b>\$1,735,000</b>	<b>Estimated 5-year Revenues</b>	<b>\$1,869,351</b>

## Agenda Item No.

### AGENDA ITEM BRIEFING

**Submitted by:** Rick Avery, Ph.D., Director  
Texas A&M AgriLife Extension Service

**Subject:** Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

#### **Proposed Board Action:**

Authorize the director of Texas A&M AgriLife Extension Service (AgriLife Extension) to execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the vice chancellor and chief financial officer.

#### **Background Information:**

AgriLife Extension has received, and anticipates continued receipt of, non-research awards for sponsored instruction and training and other sponsored activities from domestic and international: federal agencies; state agencies; municipal and county organizations; public and private corporations; commodity groups; non-profit sectors; companies, and partnerships; and foreign entities, including governmental entities and public or private business corporations and companies as listed above. An example is an agreement between AgriLife Extension and Auburn University where AgriLife Extension provides professional development webinars to assist people working with military families, in part by disseminating educational resources via innovative technologies.

In accordance with System Policy [25.07, Contract Administration](#), absent a specific exception, “contracts, grants and agreements to perform educational and/or service activities consistent with a member’s mission and involving a total stated or implied consideration of \$500,000 or more” require approval of the Board of Regents. Many of these non-research awards are multi-year and provide \$500,000 or more in sponsor funding. Once the award is made, the sponsor typically expects acceptance without delay and performance to begin as soon as possible. Delaying the execution of the sponsored agreement while seeking Board of Regents approval is likely to result in forfeiture of the sponsor funding.

#### **A&M System Funding or Other Financial Implications:**

The agreements described are incoming revenue agreements. All costs of performing under the agreement will be covered by the terms of the agreement, subject to any agreed cost share by Texas A&M University in accordance with System Regulation [15.01.05, Cost Sharing on Sponsored Agreements](#). Total consideration under any agreement requested under this authorization will not exceed \$5,000,000, and the term for any agreement will not exceed five years.

Agenda Item No.  
Agenda Item Briefing

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperatives 5 and 7. In particular, AgriLife Extension will be able to respond quickly and efficiently to requests to provide instruction, training, and other sponsored activities, meeting the needs of the people of Texas, the United States, and internationally. AgriLife Extension will share its expertise and experience to confront national and global challenges and contribute to the state's economy.

Agenda Item No.

**TEXAS A&M AGRILIFE EXTENSION SERVICE**

Office of the President

June 30, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

I recommend adoption of the following minute order:

**“The director for Texas A&M AgriLife Extension Service (AgriLife Extension) is authorized to execute, following a review for legal form and sufficiency by the Office of General Counsel, and following approval by the vice chancellor and chief financial officer, agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030.**

**Each agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by AgriLife Extension in performing under the agreement, subject to any agreed cost share by AgriLife Extension in accordance with System Regulation 15.01.05, *Cost Sharing on Sponsored Agreements*. Total consideration under any agreement will not exceed \$5,000,000 and the term for any agreement will not exceed five years. For each fiscal year covered by this delegation of authority, AgriLife Extension will submit a report to the Board of Regents that identifies any agreements executed pursuant to this minute order and describes key terms of such agreements.”**

Respectfully submitted,

Rick Avery, Ph.D.  
Director

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Ryan C. Griffin  
Vice Chancellor and  
Chief Financial Officer

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Jeffrey W. Savell, Ph.D.  
Vice Chancellor and Dean  
Agriculture and Life Sciences

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Dr. Cliff Lamb, Agency Director  
Texas A&M AgriLife Research

**Subject:** Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

**Proposed Board Action:**

Authorize the director of Texas A&M AgriLife Research (AgriLife Research) to execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the vice chancellor and chief financial officer.

**Background Information:**

AgriLife has received, and anticipates continued receipt of, non-research awards for sponsored instruction and training and other sponsored activities from domestic and international: federal agencies; state agencies; municipal and county organizations; public and private corporations; commodity groups; non-profit sectors; companies, and partnerships; and foreign entities, including governmental entities and public or private business corporations and companies as listed above.

In accordance with System Policy [25.07, Contract Administration](#), absent a specific exception, “contracts, grants and agreements to perform educational and/or service activities consistent with a member’s mission and involving a total stated or implied consideration of \$500,000 or more” require approval of the Board of Regents. Many of these non-research awards are multi-year and provide \$500,000 or more in sponsor funding. Once the award is made, the sponsor typically expects acceptance without delay and performance to begin as soon as possible. Delaying the execution of the sponsored agreement while seeking Board of Regents approval is likely to result in forfeiture of the sponsor funding.

**A&M System Funding or Other Financial Implications:**

The agreements described are incoming revenue agreements. All costs of performing under the agreement will be covered by the terms of the agreement, subject to any agreed cost share by Texas A&M University in accordance with System Regulation [15.01.05, Cost Sharing on Sponsored Agreements](#). Total consideration under any agreement requested under this authorization will not exceed \$5,000,000, and the term for any agreement will not exceed five years.

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperatives 5 and 7. In particular, AgriLife Research will be able to respond quickly and efficiently to requests to provide instruction, training and other sponsored activities, meeting the needs of the people of Texas, the United States, and internationally. AgriLife Research will share its expertise and experience to confront national and global challenges and contribute to the state’s economy.



Agenda Item No.

**TEXAS A&M AGRILIFE RESEARCH**

Office of the President

June 30, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

I recommend adoption of the following minute order:

**“The director for Texas A&M AgriLife Research (AgriLife Research) is authorized to execute, following a review for legal form and sufficiency by the Office of General Counsel, and following approval by the vice chancellor and chief financial officer, agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030.**

**Each agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by AgriLife Research in performing under the agreement, subject to any agreed cost share by AgriLife Research in accordance with System Regulation 15.01.05, *Cost Sharing on Sponsored Agreements*. Total consideration under any agreement will not exceed \$5,000,000 and the term for any agreement will not exceed five years. For each fiscal year covered by this delegation of authority, AgriLife Research shall submit a report to the Board of Regents that identifies any agreements executed pursuant to this minute order and describes key terms of such agreements.”**

Respectfully submitted,

Dr. Cliff Lamb  
Director

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Glenn Hegar  
Chancellor

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Ray Bonilla  
General Counsel

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Jeffrey W. Savell, Ph.D.  
Vice Chancellor and Dean  
Agriculture and Life Sciences

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Ryan C. Griffin  
Vice Chancellor and  
Chief Financial Officer

**AGENDA ITEM BRIEFING**

**Submitted by:** Al Davis, Director  
Texas A&M Forest Service

**Subject:** Confirmation of Appointment and Commissioning of Peace Officer

**Proposed Board Action:**

Confirm the appointment and commissioning of Texas A&M Forest Service (TFS) employee, Troy Poe, as a peace officer.

**Background Information:**

Section 88.103, Texas Education Code, provides that “The director may appoint not to exceed 25 employees of the Texas A&M Forest Service who are certified by the Texas Commission on Law Enforcement as qualified to be peace officers to serve as peace officers under the direction of the director in executing the enforcement duties of the agency.”

The assignment of Mr. Poe will bring the total current number of commissioned peace officers to 11. The remaining 14 will be filled over a period of the next several years as full-time or additional duty equivalents become available.

Mr. Poe will be fulfilling a need as an essential addition to law enforcement staffing in the South Texas region of the state. Mr. Poe’s assignment will be as an additional duty law enforcement officer in Beeville, Texas.

His appointment will enhance TFS’s ability to further address major arson fire issues, as well as an increasing demand for determining fire causes throughout the state and enforcing misdemeanor fire violations after the determination of cause and origin of all TFS-responded fires.

Mr. Poe has completed all the requirements for certification and licensing set forth by the Texas Commission on Law Enforcement.

**A&M System Funding or Other Financial Implications:**

Mr. Poe will be entitled to hazardous duty pay as a result of this appointment at the rate of \$10 per month for each year of service as an employee of the state in a position that requires the performance of hazardous duty, up to and including 30 years of service.

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance Strategic Plan Imperative 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.” TFS’s statutory responsibility is to “enforce all laws pertaining to the protection of forests and woodlands and prosecute violations of those laws.” (Section 88.102.4, Education Code) In fulfilling this responsibility, TFS law enforcement officers also help to protect the forest sector – a sector critically important to the Texas economy, accounting for an annual economic impact of \$54.2 billion and 187,000 jobs.

Agenda Item No.

**TEXAS A&M FOREST SERVICE**

Office of the Director

July 7, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Confirmation of Appointment and Commissioning of Peace Officer

I recommend adoption of the following minute order:

***“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. Troy Poe as a peace officer for the system, subject to taking the oath required of peace officers.”***

Respectfully submitted,

Al Davis  
Director

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Jeffrey W. Savell, Ph.D.  
Vice Chancellor and Dean  
Agriculture and Life Sciences

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

The Texas A&M University System  
Appointed and Commissioned Peace Officers  
July 7, 2025

University		
Officer's Name	Title	Hire Date
TEXAS A&M FOREST SERVICE		
Poe, Troy H	Peace Officer	05/29/2025

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Amy K. Swinford, Director  
Texas A&M Veterinary Medical Diagnostic Laboratory

**Subject:** Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

**Proposed Board Action:**

Authorize the director of the Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) to execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the vice chancellor and chief financial officer.

**Background Information:**

TVMDL has received, and anticipates continued receipt of, non-research awards for sponsored instruction and training and other sponsored activities from domestic and international: federal agencies; state agencies; municipal and county organizations; public and private corporations; commodity groups; non-profit sectors; companies, and partnerships; and foreign entities, including governmental entities and public or private business corporations and companies as listed above.

In accordance with System Policy [25.07, Contract Administration](#), absent a specific exception, “contracts, grants and agreements to perform educational and/or service activities consistent with a member’s mission and involving a total stated or implied consideration of \$500,000 or more” require approval of the Board of Regents. Many of these non-research awards are multi-year and provide \$500,000 or more in sponsor funding. Once the award is made, the sponsor typically expects acceptance without delay and performance to begin as soon as possible. Delaying the execution of the sponsored agreement while seeking Board of Regents approval is likely to result in forfeiture of the sponsor funding.

**A&M System Funding or Other Financial Implications:**

The agreements described are incoming revenue agreements. All costs of performing under the agreement will be covered by the terms of the agreement, subject to any agreed cost share by Texas A&M University in accordance with System Regulation [15.01.05, Cost Sharing on Sponsored Agreements](#). Total consideration under any agreement requested under this authorization will not exceed \$5,000,000, and the term for any agreement will not exceed five years.

**Strategic Plan Imperative(s) this Item Advances:**

Approval of this agenda item will advance The Texas A&M University System strategic imperatives 5 and 7. In particular, TVMDL will be able to respond quickly and efficiently to requests to provide instruction, training and other sponsored activities, meeting the needs of the people of Texas, the United States, and internationally. TVMDL will share its expertise and experience to confront national and global challenges and contribute to the state’s economy.

Agenda Item No.

**TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY**

Office of the Director

July 1, 2025

Members, Board of Regents  
The Texas A&M University System

Subject: Authorization for the Director to Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2026, 2027, 2028, 2029, and 2030

I recommend adoption of the following minute order:

**“The director for the Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) is authorized to execute, following a review for legal form and sufficiency by the Office of General Counsel, and following approval by the vice chancellor and chief financial officer, agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2026, 2027, 2028, 2029, and 2030.**

**Each agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by TVMDL in performing under the agreement, subject to any agreed cost share by TVMDL in accordance with System Regulation 15.01.05, *Cost Sharing on Sponsored Agreements*. Total consideration under any agreement will not exceed \$5,000,000 and the term for any agreement will not exceed five years. For each fiscal year covered by this delegation of authority, TVMDL will submit a report to the Board of Regents that identifies any agreements executed pursuant to this minute order and describes key terms of such agreements.”**

Respectfully submitted,

Amy K. Swinford, Director  
Texas A&M Veterinary Medical  
Diagnostic Laboratory

**Approval Recommended:**

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Glenn Hegar  
Chancellor

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Susan Ballabina, Ph.D.  
Executive Vice Chancellor

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Ryan C. Griffin  
Vice Chancellor and  
Chief Financial Officer

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Jeffrey W. Savell, Ph.D.  
Vice Chancellor and Dean  
Agriculture and Life Sciences

**\*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Section 551.1281 and Chapter 552 of the Texas Government Code.**