Consent Agenda Items

Meeting

of the

Board of Regents

May 21, 2026

MEETING OF THE BOARD OF REGENTS
THE TEXAS A&M UNIVERSITY SYSTEM
May 21, 2026
Kingsville, Texas

REGULAR AGENDA ITEMS

1. COMMITTEE ON FINANCE

1.1 Approval of Fiscal Year 2027 Service Department Accounts, A&M System

1.2 Approval of Fiscal Year 2027 Operating Budgets, A&M System

1.3 Approval of New and Increased Non-Academic Student Approval of Fiscal Year 2027 Operating Budgets, A&M System Service Fees, Tarleton

1.4 Provide Authorization to Utilize up to Six Million in Available University Funds to Match Private Gifts Under the Endowed Scholarships – Endowed Scholarship Matching Program, Prairie View A&M University, PVAMU

2. COMMITTEE ON AUDIT AND RISK MANAGEMENT

(No agenda items)

3. COMMITTEE ON FACILITIES PLANNING AND CONSTRUCTION

Real Estate/Contracts/Leases

3.1 *Authorization to Negotiate and Execute an Amendment to an Office Lease at 3700 Buffalo Speedway, Houston, Harris County, Texas, Texas A&M

3.2 *Authorization to Negotiate and Execute a Ground Lease for Construction of a Virtual Production Stage Facility and a Lease of the Virtual Production Stage Facility to be Constructed on the Texas A&M University West Campus, Adjacent to 2 Research Park, College Station, Brazos County, Texas, Texas A&M

3.3 *Authorization to Negotiate and Execute Either an Amendment to the Existing Lease or a New Lease of Space in CityCentre Three Located at 842 W. Sam Houston Parkway N., Houston, Harris County, Texas, Texas A&M

3.4 *Authorization to Negotiate and Execute Agreements Related to the Exchange of Real Property with the City of Texarkana, TAMUT

3.5 *Authorization to Purchase Approximately 9.52 Acres of Land with Improvements Located at 2202 E. Sen. Carlos Truan Blvd., Kingsville, Kleberg County, Texas, Texas A&M-Kingsville

**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.*

3.6 *Authorization to Negotiate and Execute an Amendment to a Ground Lease for the Construction of Improvements on 156.36 Acres in Brazoria County, Texas, AgriLife Research

Facilities Planning & Construction

3.7 Approval of System Capital Plan for FY 2027 – FY 2031, A&M System

3.8 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Bush Combat Development Complex - ALIAS Texas Hangar Project, The Texas A&M University System, Bryan, Texas (Project No. 01-3471), A&M System

3.9 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Satellite Utility Plant 1 (SUP1) Expansion Project, Texas A&M University, College Station, Texas (Project No. 02-3434), A&M System

3.10 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Academic Building Exterior Restoration Project, Texas A&M University, College Station, Texas (Project No. 02-3464), A&M System

3.11 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Alkek IBT Building Lab Expansion/Renovation & EnMed Build-out Project, Texas A&M University Health Science Center, Houston, Texas (Project No. 23-3320), A&M System

3.12 Approval to Amend the FY 2026 – FY 2030 A&M System Capital Plan to Add the Research & Innovation Building A project, Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction, The Texas A&M University System, Fort Worth, Texas (Project No. 01-3477), A&M System

Informational Report

Report on System Construction Projects Authorized by the Board

4. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

4.1 Approval of Changes to the Admissions Standards for System Member Universities for the 2027-28 Academic Year, A&M System

Approval of Academic Tenure, May 2026

4.2 East Texas A&M University

4.3 Prairie View A&M University

4.4 Tarleton State University

**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.*

4.5 Texas A&M International University

4.6 Texas A&M University

4.7 Texas A&M University-Central Texas

4.8 Texas A&M University-Corpus Christi

4.9 Texas A&M University-Kingsville

4.10 Texas A&M University-San Antonio

4.11 Texas A&M University-Victoria

4.12 West Texas A&M University

5. COMMITTEE ON RESEARCH
(No agenda items)

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

6.1 Adoption of a Resolution Recognizing Mr. Jaquavous S. Doucette for His Service as the 2025-2026 Student Member of the Board of Regents of The Texas A&M University System and Bestowing the Title of Student Regent Emeritus, BOR A&M System

6.2 Adoption of a Resolution Honoring Mrs. Gina Luna ’95 for Her Outstanding Dedication and Service as Trustee of the Texas A&M Foundation, Texas A&M

6.3 Adoption of a Resolution Recognizing Mr. Thomas D. Williams for His Service as the Interim President at Texas A&M University, A&M System

6.4 Approval of Revisions to System Policy 02.02, *Office of the Chancellor* and System Policy 02.06, *Directors of System Member Agencies,* A&M System

6.5 Approval of Revisions to System Policy *10.02, Fraud Prevention*, A&M System

6.6 Approval of a New System Policy *15.03, Research Compliance Office*, A&M System

6.7 Approval of Revisions to System Policy *25.07, Contract Administration*, New System Policy *25.08, Athletic Employment Contracts*, A&M System

6.8 Approval of Revisions to System Policy 51.06, *Naming of Buildings, Geographical Areas and Academic Entities,* A&M System

6.9 *Authorization for the President to Execute Employment Contracts for the Head Volleyball Coach and Head Men’s Basketball Coach, 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.*

6.10 Appointment of the Executive Vice Chancellor, 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 2027 Holiday Schedules, A&M System

7.3 Granting of the Title of Emeritus, May 2026, The Texas A&M University System, A&M System

7.4 Confirmation of Appointment and Commissioning of Peace Officers, A&M System

East Texas A&M University

7.5 Granting of Faculty Development Leave for FY 2027, ETAMU

7.6 Approval of a New Bachelor of Science Degree Program with a Major in Biotechnology and Authorization to Request Approval from the Texas Higher Education Coordinating Board, ETAMU

7.7 Approval of a New Bachelor of Science Degree Program with a Major in Special Education and Disability Studies and Authorization to Request Approval from the Texas Higher Education Coordinating Board, ETAMU

7.8 Approval of a New Master of Science Degree Program, with a Major in Human Resource Development and Authorization to Request Approval from the Texas Higher Education Coordinating Board, ETAMU

7.9 Approval of a New Master of Science Degree Program with a Major in Strategic Communication and Authorization to Request Approval from the Texas Higher Education Coordinating Board, ETAMU

7.10 *Renaming of the Concert Hall in the Music Building, ETAMU

Prairie View A&M University

7.11 *Naming of the Prairie View A&M University Track and Field Stadium, PVAMU

Tarleton State University

7.12 Appointment of Provost & Executive Vice President of Academic Affairs at Tarleton State University, Tarleton

7.13 *Naming of Faculty Office 103 within the Dr. Sam Pack College of Business, Tarleton

**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.*

Texas A&M International University

7.14 Granting of Faculty Development Leave for FY 2027, TAMIU

7.15 Authorization to Award an Honorary Degree to Esther G. Buckley, TAMIU

7.16 Approval of a New Doctor of Physical Therapy Degree Program and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMIU

Texas A&M University

7.17 Approval of a New Bachelor of Science Degree Program with a Major in Pharmaceutical Sciences and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M

7.18 Approval of a New Master of Science Degree Program with a Major in Sport Business Analytics and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M

7.19 Authorization for the Texas A&M University Health Science Center to Make Intergovernmental Transfers on Behalf of Qualifying Entities, Texas A&M

7.20 *Authorization for the President to Negotiate and Execute Certain Specified Contracts Involving Consideration of $500,000 or More, Texas A&M

7.21 Appointment of Dr. Tim R. Turner and Dr. Peter Wunderlich to Serve on the Rural Veterinary Incentive Program Committee, Texas A&M

7.22 *Naming of Athletics Facilities and Related Structures, Texas A&M

7.23 *Naming of Spaces in College of Arts & Sciences Buildings, Texas A&M

7.24 *Naming of Rooms in College of Engineering Buildings, Texas A&M

7.25 *Naming of a Room in the Robert H. ’50 and Judy Ley Allen Building, Texas A&M

Texas A&M University-Central Texas

7.26 Granting of Faculty Development Leave for FY 2027, A&M-Central Texas

Texas A&M University-Corpus Christi

7.27 Approval of Amended Mission Statement and Authorization to Provide Notification to the Texas Higher Education Coordinating Board, A&M-Corpus Christi

7.28 Granting of Faculty Development Leave for FY 2027, A&M-Corpus Christi

**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.*

7.29 *Naming of Various Areas in the Chaparral Downtown Building, A&M-Corpus Christi

Texas A&M University-Kingsville

7.30 Approval of a New Bachelor of Science Degree Program with a Major in Public Health and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M-Kingsville

Texas A&M University-San Antonio

7.31 Appointment of Interim Provost of Texas A&M University-San Antonio, A&M-San Antonio

7.32 Granting of Faculty Development Leave for FY 2027, A&M-San Antonio

7.33 Approval of a New Bachelor of Science Degree Program with a Major in Electrical Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-San Antonio

7.34 Approval of a New Bachelor of Science Degree Program with a Major in Biomedical Science and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-San Antonio

Texas A&M University-Texarkana

7.35 Appointment of the Assistant Provost for Academic Affairs at Texas A&M University-Texarkana, TAMUT

7.36 Granting of Faculty Development Leave for FY 2027, TAMUT

7.37 Approval of a New Bachelor of Science Degree Program with a Major in Business and Data Analytics and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

7.38 Approval of a New Bachelor of Science Degree Program with a Major in Construction Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

7.39 Approval of a New Bachelor of Science Degree Program with a Major in Management Information Systems, and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

7.40 Approval of a New Master of Science Degree Program, with a Major in Artificial Intelligence and Machine Learning, and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

7.41 *Naming of Various Buildings, Facilities, Areas, and Divisions, TAMUT

**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.*

Texas A&M University-Victoria

7.42 Granting of Faculty Development Leave for FY 2027, TAMUV

West Texas A&M University

7.43 *Amendment to Naming Agreement – Education Credit Union, WTAMU

7.44 *Naming of the West Texas A&M University Band Program, WTAMU

Texas A&M AgriLife Extension Service
(No consent agenda items)

Texas A&M AgriLife Research
(No consent agenda items)

Texas A&M Engineering Experiment Station
(No consent agenda items)

Texas A&M Engineering Extension Service

7.45 Authorization of Time Sensitive Awards Signature Authority for Fiscal Year 2027 and Fiscal Year 2028, TEEX

7.46 Authorization to Execute the Annual Department of Homeland Security – Federal Emergency Management Agency Cooperative Agreement Entitled "National Domestic Preparedness Consortium" to Conduct Sponsored Instruction and Training that is not Research for Fiscal Year 2027 and Fiscal Year 2028, TEEX

Texas A&M Forest Service
(No consent agenda items)

Texas A&M Veterinary Medical Diagnostic Laboratory
(No consent agenda items)

Texas A&M Transportation Institute
(No consent agenda items)

Texas Division of Emergency Management
(No consent agenda items)

**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.*

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

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Agenda Item No. 7.1

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Board of Regents
May 8, 2026

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

Subject: Approval of Minutes

I recommend the adoption of the following minute order:

> **"The minutes from the following meetings are approved:**
> **February 4-5, 2026, Regular Meeting,**
> **February 6, 2026, Workshop Meeting,**
> **March 27, 2026, Special Meeting (Videoconference),**
> **April 7, 2026, Special Meeting (Videoconference),**
> **April 13, 2026, Special Meeting (Teleconference), and**
> **May 6, 2026 Special Meeting (Teleconference)."**

Respectfully submitted

Vickie Burt Spillers
Executive Director, Board of Regents

Attachments (6)

Agenda Item No. 7.2

AGENDA ITEM BRIEFING

Submitted by: Ryan C. Griffin, Vice Chancellor and Chief Financial Officer
The Texas A&M University System

Subject: Approval of Fiscal Year 2027 Holiday Schedules

Proposed Board Action:

Approve the 2026-2027 holiday schedules for The Texas A&M University System.

Background Information:

In accordance with Chapter 662, Texas Government Code, state employees will be entitled to observe **14** holidays during the fiscal year ending August 31, 2027. 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.

Recommendations by the system members are incorporated into the attached agenda item and reviewed by the chancellor. Exceptions to the holiday schedule proposed by the system are listed individually.

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.

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor and Chief Financial Officer
March 27, 2026

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

Subject: Approval of Fiscal Year 2027 Holiday Schedules

I recommend adoption of the following minute order:

"Holidays for the fiscal year ending August 31, 2027, for the System Offices of The Texas A&M University System, Prairie View A&M University, Tarleton State University, Texas A&M University, Texas A&M University at Galveston, Texas A&M University Health Science Center, Texas A&M Engineering Extension Service, Texas A&M Engineering Experiment Station, Texas A&M Transportation Institute, Texas A&M AgriLife Extension Service (A&M campus employees), Texas A&M AgriLife Research (A&M campus employees), Texas A&M Forest Service, Texas A&M University-Kingsville, Texas A&M University-Victoria, and West Texas A&M University are as follow:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**2**	**March 18-19, 2027**
Memorial Day	**1**	**May 31, 2027**

Exceptions are established as set forth below:

The proposed holiday schedule for East Texas A&M University is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**1**	**March 12, 2027**
Memorial Day	**1**	**May 31, 2027**
Independence Day (Observed)	**1**	**July 2, 2027**

The proposed holiday schedule for Texas A&M International University is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September, 7 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**2**	**March 11-12, 2027**
Memorial Day	**1**	**May 31, 2027**

The proposed holiday schedule for Texas A&M University-Central Texas is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Veterans Day	**1**	**November 11, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**1**	**March 19, 2027**
Memorial Day	**1**	**May 31, 2027**

The proposed holiday schedule for Texas A&M University-Corpus Christi is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**2**	**March 11-12, 2027**
Memorial Day	**1**	**May 31, 2027**

The proposed holiday schedule for Texas A&M University-San Antonio is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**8**	**December 23, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**1**	**March 19, 2027**
Memorial Day	**1**	**May 31, 2027**

The proposed holiday schedule for Texas A&M University-Texarkana is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**7**	**December 24, 2026-January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Spring Break	**1**	**March 19, 2027**
Memorial Day	**1**	**May 31, 2027**
Independence Day (observed)	**1**	**July 5, 2027**

The proposed holiday schedule for the Texas Division of Emergency Management is as follows:

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Veterans Day	**1**	**November 11, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**3**	**December 24-26, 2026 & January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Presidents' Day	**1**	**February 15, 2027**
Texas Independence Day	**1**	**March 2, 2027**
San Jacinto Day	**1**	**April 21, 2027**
Memorial Day	**1**	**May 31, 2027**
Emancipation Day (observed)	**1**	**June 18, 2027**
Independence Day (observed)	**1**	**July 5, 2027**

The proposed holiday schedule for Texas A&M University School of Law[1]

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**8**	**December 23, 2026–January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Memorial Day	**1**	**May 31, 2027**
Independence Day (observed)	**1**	**July 2, 2027**

[1]The Law School has reallocated the two holidays over spring break to winter break and Independence Day. Due to the different academic calendar for the Law School, spring break for the distance education graduate program does not fall on the same week as the spring break for main campus. Staff and faculty will need to work the full week of March 15 to facilitate the classes for our distance education graduate students.

The proposed holiday schedule for Texas A&M University College of Dentistry[1]

Holiday	Number of Days	Dates
Labor Day	**1**	**September 7, 2026**
Thanksgiving	**2**	**November 26-27, 2026**
Winter Break	**9**	**December 22, 2026–January 1, 2027**
Martin Luther King, Jr. Day	**1**	**January 18, 2027**
Memorial Day	**1**	**May 31, 2027**

[1] The School of Dentistry is requesting an alternate schedule to accommodate responsibilities for clinical operations.

The proposed holiday schedule for Texas A&M University at Qatar[1] is as follows:

Holiday	Number of Days	Dates (Standard workweek is Sunday-Thursday)
Semester Break	**7**	**December 20-28, 2026**
Qatar National Sports Day[2]	**1**	**February 9, 2027**
Eid Al-Fitr (projected)[3]	**3**	**March 9-11, 2027**
Eid Al-Adha (projected)[3]	**3**	**May 16-18, 2027**

[1] Texas A&M at Qatar's proposed schedule does NOT observe Thanksgiving Day, Martin Luther King, Jr. Day, Emancipation Day, Memorial Day, or Independence Day as required by System Policy *31.04, Holidays*. However, the Board of Regents may choose to waive this requirement in light of the fact that Texas A&M at Qatar is required to observe seven days of state/cultural holidays (of 14 total days) and also attempts to adopt a schedule similar to that of other academic institutions in Education City.

Texas A&M is required in its agreement with the Qatar Foundation for Education, Science and Community Development to "abide by the applicable laws and regulations of the State of Qatar, and shall respect the cultural, religious and social customs of the State of Qatar."

[2] The State of Qatar issued an Emiri decree that the 2nd Tuesday of February each year would be a required holiday. This holiday, Qatar National Sports Day, is to promote sports and physical activity.

[3] The Eid holidays will automatically shift if the State of Qatar starts these holidays on a different day than proposed above. The number of days for the holidays will not change.

The proposed holiday schedules for Texas A&M Veterinary Medical Diagnostic Laboratory and certain units of Texas A&M AgriLife Research and Texas A&M AgriLife Extension Service are shown on the attached exhibit.

The chancellor is hereby authorized to modify the holiday schedules when such a change is deemed to be in the public interest."

Respectfully submitted,

[SIGNED BY]

Ryan C. Griffin
Vice Chancellor and Chief Financial Officer

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

Requests for Alternate Holiday Schedule for Agencies/Units Reporting through the Vice Chancellor for Agriculture & Life Sciences - 2026 - 2027

	Adopt System Schedule	Labor Day	Thanksgiving	Winter Break	M.L. King, Jr. Day	Spring Break	Memorial Day	Other - Please Elaborate	Total = 14
	(Yellow Headings)	September 7, 2026	November 26-27, 2026	December 24, 2026-January 1, 2027	January 18, 2027	March 18-19, 2027	May 31, 2027		
Texas A&M AgriLife Extension Districts, Extension Units & Research Centers									
District 4 & Dallas		1	2	7	1		1	2-Floating days, to be used prior to 8.31.27	14
District 11 & Corpus Christi/Beeville/Flour Bluff		1	3-November 25-27, 2026	7	1		1	1-optional day request for July 5, 2027	14
District 12 & Weslaco		1	2	7	1		1	2-Floating days, to be used prior to 8.31.27	14
El Paso		1	2	7	1		1	2-Floating days, to be used prior to 8.31.27	14
McGregor		1	2	4-December 24,25,31, 2026 & January 1, 20207	1		1	5-Floating days, to be used prior to 8.31.27	14
Temple - Blackland		1	2	7	1		1	2-Floating days, to be used prior to 8.31.27	14
Temple - Riesel ARS		1	1-November 26, 2026	2-December 25, 2026 & January 1, 2027	1		1	1-Columbus Day (10/12/26), 1-Veteran's Day (11/11/26), 1-President's Day (2/15/27), 1-6/18/27,1-July 5, 2027 & 3-Floating days to be used prior to 8/31/27	14
Wildlife Services		1	2	7	1		1	1-Columbus Day (10/12/26), 1-President's Day (2/15/27)	14
Expanded Nutrition Program									
Bexar County		1	2	2-December 25, 2026 & January 1, 2027	1		1	1 - Veteran's Day 11/11/2026, 1 - President's Day 02/15/2027, 1 - Floating Holiday 03/26/2027, 1 - Battle of Flowers 04/23/2027, 1 - Emancipation Day 06/18/2027, 1 - Indepedence Day 07/05/2027, 1 - Unassigned Floating Holiday, to be used prior to 8.31.27	14
Cameron County		1	2	6-December 24-30, 2026 & January 1, 2027	1		1	1 - Veteran's Day 11/11/2026, 1 - President's Day 02/15/2027, 1 - Floating Holiday 03/26/2027	14

	Adopt System Schedule	Labor Day	Thanksgiving	Winter Break	M.L. King, Jr. Day	Spring Break	Memorial Day	Other - Please Elaborate	Total = 14
	(Yellow Headings)	**September 7, 2026**	**November 26-27, 2026**	**December 24, 2026-January 1, 2027**	**January 18, 2027**	**March 18-19, 2027**	**May 31, 2027**		
Dallas County		1	2	6-December 24-30, 2026 & January 1, 2027	1		1	1 - Floating Holiday 03/26/2027, 1 - Emancipation Day 06/18/2027, 1 - Indepedence Day 07/02/2027 OR 07/05/2027	14
Fort Bend County		1	2	3-December 24-25, 2026 & January 1, 2027	1		1	1 - Fort Bend County Fair Day 09/25/2026, 1 - Veteran's Day 11/11/2026, 1 - Spring Break 03/19/2027, 1 - Floating Holiday 03/26/2027, 1 - Emancipation Day 06/18/2027, 1 - Independence Day 07/05/2027	14
Tarrant County		1	2	3-December 24-25, 2026 & January 1, 2027	1		1	1 - Veteran's Day 11/11/2026, 1 - President's Day 02/15/2027, 1 - Floating Holiday 03/26/2027, 1 - Emancipation Day 06/18/2027, 1 - Independence Day 07/05/2027, 1 - Unassigned Floating Holiday, to be used prior to 8.31.27	14
Texas A&M Veterinary Medical Diagnostic Laboratory									
		1	2	4-December 24,25,31 & January 1, 2027	1		1	1-Columbus Day (10/12/26), 1-Veteran's Day (11/11/26), 1-President's Day (2/15/27), 2-Floating days to be used prior to 8/31/27	14

Agenda Item No. 7.3

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor for Academic Affairs
April 1, 2026

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

Subject: Granting of the Title of Emeritus, May 2026, 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. 26-03, and grants all rights and privileges of this title."**

Respectfully submitted,

[SIGNED BY]

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

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

THE TEXAS A&M UNIVERSITY SYSTEM
CONFIRMATION OF EMERITUS TITLES
EMERITUS TITLE LIST NO. 26-03

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
EAST TEXAS A&M UNIVERSITY				
Dr. Mary Alice Druhan	23	Professor	Senior Professional Faculty Emerita of the School of Music	Upon Approval by the Board and the Honoree's Retirement
Dr. David L. Brown	48	Professor	Professor Emeritus of Curriculum and Instruction	Upon Approval by the Board and the Honoree's Retirement
Dr. Joyce E. Miller	48	Professor	Professor Emerita of Curriculum and Instruction	Upon Approval by the Board and the Honoree's Retirement
TEXAS A&M INTERNATIONAL UNIVERSITY				
Dr. Stanley C. Green[1]	43	Professor	Professor Emeritus of History	Upon Approval by the Board and the Honoree's Retirement (2013)
TEXAS A&M UNIVERSITY				
[1] Dr. L. Garry Adams	40	Senior Professor	Professor Emeritus of Veterinary Pathobiology	Upon Approval by the Board and the Honoree's Retirement
Ms. Norma A. Arizpe	41	Senior Lecturer	Senior Lecturer Emerita of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement
Dr. Victor Arizpe	43	Professor	Professor Emeritus of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement

[1] Texas A&M International University is seeking emeritus status now after more than a decade of retirement because Dr. Stanley C. Green's book project is nearing completion, and he would benefit immensely from the institutional affiliation that the emeritus status would bestow upon him as he brings this project to completion.

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Maria A. Barrufet	35	Professor	Professor Emerita of Petroleum Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Ann O'Meara Bowman	18	Regents Professor	Regents Professor Emerita of Public Service & Administration	Upon Approval by the Board and the Honoree's Retirement
[2] Dr. Jacqueline R. Davidson	16	Clinical Veterinarian	Clinical Professor Emerita of Small Animal Clinical Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Cole Blease Graham, Jr.	16	Executive Professor	Executive Professor Emeritus of Public Service & Administration	Upon Approval by the Board and the Honoree's Retirement
Mr. William H. Henning	11	Executive Professor	Executive Professor Emeritus of Law	Upon Approval by the Board and the Honoree's Retirement
Dr. Je-Chin Han	45	Distinguished Professor	Distinguished Professor Emeritus of Mechanical Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Duane A. McVay	28	Professor	Professor Emeritus of Petroleum Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Karen E. Russell	26	Professor	Professor Emerita of Veterinary Pathobiology	Upon Approval by the Board and the Honoree's Retirement
[3] Dr. Harvey Morgan Scott	19	Professor	Professor Emeritus of Veterinary Pathobiology	Upon Approval by the Board and the Honoree's Retirement
Dr. John N. Stallone	27	Professor	Professor Emeritus of Veterinary Physiology & Pharmacology	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Kathy K. Svoboda	27	Regents Professor	Regents Professor Emerita of Biomedical Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Edriss S. Titi	11	Professor	[4] University Distinguished Professor Emeritus of Mathematics	Upon Approval by the Board and the Honoree's Retirement
Dr. Qi Zheng	23	Professor	Professor Emeritus of Epidemiology & Biostatistics	Upon Approval by the Board and the Honoree's Retirement

[1] Dr. L. Garry Adams served Texas A&M University as Assistant Professor (1968–1974), Associate Professor (1974–1978), and Professor (1978–2007), and retired effective September 1, 2007. He was subsequently rehired as Senior Professor effective October 1, 2007, and continues to serve in that role.

[2] Dr. Jacqueline R. Davidson served Texas A&M University as a Clinical Professor (2009–2025) and retired effective May 31, 2025. Following retirement, she was rehired to a staff position as Clinical Veterinarian, effective August 18, 2025.

[3] Dr. Harvey Morgan Scott served Texas A&M University as Assistant Professor (2001–2006) and Associate Professor (2006–2008). He returned to Texas A&M University in 2014 and served as Professor (2014–2026) until his retirement on January 5, 2026.

[4] 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.

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
TEXAS A&M UNIVERSITY-CORPUS CHRISTI				
Dr. Daniel Jorgensen	23	Professor	Professor Emeritus of Public Administration	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Philip Rhoades	40	Professor	Professor Emeritus of Criminal Justice	Upon Approval by the Board and the Honoree's Retirement
TEXAS A&M UNIVERSITY-SAN ANTONIO				
Dr. Brenda Rushing	14	Instructional Associate Professor	Instructional Associate Professor Emerita of Biology	Upon Approval by the Board and the Honoree's Retirement

Agenda Item No. 7.4

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. 7.4

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Executive Vice Chancellor
April 1, 2026

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,

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Thomas D. Williams, Interim President
Texas A&M University

[SIGNED BY]
Kelly M. Miller, President
Texas A&M University-Corpus Christi

[SIGNED BY]
Walter V. Wendler, President
West Texas A&M University

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

[SIGNED BY]
Richard M. Rhodes, President
Texas A&M University-Central Texas

[SIGNED BY]
Salvador Hector Ochoa, Ph.D., President
Texas A&M University-San Antonio

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

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

University Officer's Name	Title	Hire Date
TEXAS A&M UNIVERSITY		
Holmes, Payton	Peace Officer	02/06/2026
TEXAS A&M UNIVERSITY-CENTRAL TEXAS		
Magee, Garrison	Peace Officer	01/05/2026
TEXAS A&M UNIVERSITY-CORPUS CHRISTI		
Esparza, Roberto	Peace Officer	12/12/2025
Mutua, Joshua	Peace Officer	10/03/2025
Ramirez, Aysha	Peace Officer	12/12/2025
Reyna, Sabastian	Peace Officer	12/12/2025
TEXAS A&M UNIVERSITY-SAN ANTONIO		
Rosales, Lucia	Peace Officer	01/15/2026
WEST TEXAS A&M UNIVERSITY		
Robertson, John Wesley	Peace Officer	03/02/2026

Agenda Item No. 7.5

AGENDA ITEM BRIEFING

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

Subject: Granting of Faculty Development Leave for FY 2027,
East Texas A&M University

Proposed Board Action:

Authorize faculty development leave for FY 2027 at East Texas A&M University (ETAMU).

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 ETAMU, the application is submitted with support of the academic department, college dean, university development leave committee (elected by the general faculty), provost and vice president for academic affairs, and president.

As shown in the exhibit, ETAMU requests approval for faculty development leave for five faculty members for FY 2027.

ETAMU 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 members' teaching loads by adjusting course offerings the next academic year.

Strategic Plan Imperative(s) this Item Advances:

Strategic Plan Imperative 4: The A&M System will increase its prominence by building a robust and targeted research portfolio. Providing faculty development leave opportunities further supports two of East Texas A&M University's strategic priorities and goals of elevating research and student preparedness.

Agenda Item No. 7.5

EAST TEXAS A&M UNIVERSITY
Office of the President
March 3, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
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 *31.03,* System Regulation *12.99.01* and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the attached exhibit, Faculty Development Leave List FY 2027, East Texas A&M University."**

Respectfully submitted,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
EAST TEXAS A&M UNIVERSITY

Name/ Title/ Department	Years of ETAMU Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF HUMANITIES, SOCIAL SCIENCES AND ARTS			
William Bolin Associate Professor History and Liberal Studies	33	Fall 2026	Dr. Bolin is the primary investigator, working alone and without a need to travel, will utilize the university's library databases and inter-library loan service to gather information from peer-reviewed sources. The primary objective of the leave is to gather and comment on best practices in writing instruction in philosophy, a discipline with particular demands for its written arguments and analyses. More specifically, the project argues for the efficacy of using the canons of classical rhetoric to teach philosophical writing, both in general and in the age of readily available generative artificial intelligence. The planned outcome of the leave is a full manuscript draft of a peer-reviewed book. A proposal for this book is currently under a second review at Bloomsbury Publishing's Guides to Philosophy Teaching Series.
Mark Moreno Associate Professor History and Liberal Studies	12	Spring 2027	One month of the semester faculty development leave involves travel to San Jose, CA (Silicon Valley) for archival work, including research at the California State archives in Sacramento, municipal archives of San Jose, Santa Clara County archives and court records, and also interviews (oral histories) of people who were youths during the 1950s, 1960s,1980s, and 1990s. The research subjects are former street gang members and others who identified with Mexican American youth culture in San Jose during the time frames referenced; many of the subjects were products of migration from Texas. The rest of the semester will be spent writing a related book-length historical monograph at the author's home office (Rockwall, TX), also transcribing oral histories and examining documents for inclusion in the manuscript. The objective of the leave is to allow for

			time to complete the manuscript, and also to spend one month finishing archival research and interviews in Northern California. The projected outcome is a completed book-length manuscript, tentatively titled "Silicon Valley Barrio: Street Gangs, Youth Culture, and Urban Transformation in San Jose," that is ready for submission to an academic publisher by the summer of 2027.
John Smith Professor History and Liberal Studies	23	Fall 2026	The purpose of the Faculty Development Leave is to continue preliminary work on his latest project, “Lost Soul: A Life of Edgar Allan Poe, 1809-1849”. While Poe was an innovator of the Gothic American horror, relatively few scholars have attempted a thorough analytical biography of him. What is missing from the existing bibliography are studies that acknowledge his talents as a comic writer and as a writer of romances, and more importantly, his intellectual discourses--specifically the innovative prose poem "Eureka" (1848). Lost Soul is intended to improve upon the extant scholarship and elevate Poe above the tasteless gossip and the sneering envy of lesser contemporaries, as well as largely inadequate scholarship, to stand alongside the greatest of American writers. Much of the work will take place in Commerce, with occasional trips to Baltimore, Philadelphia, and perhaps New York City, to conduct additional research. The expected outcome will be the completion of at least 50% of a manuscript that will be proposed to potential publishers in early 2027, with publication in 2028.
COLLEGE OF SCIENCE AND ENGINEERING			
Lin Guo Associate Professor Biological and Environmental Sciences	11	Spring 2027	Dr. Guo is applying for development leave in Spring 2027 to study the potential of duckweed to remove toxic metals (barium and strontium) from water contaminated by hydraulic fracturing. While hydraulic fracturing offers economic benefits, it creates environmental problems by releasing metals into water bodies. Phytoremediation, the use of plants to clean up contaminated environments, has not been widely investigated for treating hydraulic fracturing fluids. Her work aims to raise awareness of this cleanup method and will contribute to human health and environmental protection. With more than 10 years of experience in phytoremediation research, Dr. Guo has already conducted initial experiments for this project in her lab at East Texas A&M University, successfully gathering preliminary data. During the leave period, she will work both in her campus lab/office and remotely from home in the United

			States, focusing on data analysis and report writing. The expected outcomes of this leave include conference presentation slides, a manuscript draft for a journal publication, and an external grant proposal ready for submission to advance her phytoremediation research. Furthermore, the experimental results will be integrated into faculty course lectures, helping to stimulate student interest in environmental science research.
Sang Suh Regents Professor Computer Science	32	Spring 2027	This faculty development leave advances East Texas A&M University's computing education in the AI era through two related initiatives: a pervasive computing research monograph with a working location/context-aware prototype, and the launch of quantum computing education, to position ETAMU's Computer Science program at the forefront of AI-era education. The initiative aims to prepare students and faculty for the challenges posed by AI advancements and position ETAMU as a leader in computing education. Hosted at the Gyeongbuk ICT Convergence Validation Center at Daegu University, Korea, with support from the Center Director Dr. Jeong Tak Ryu, the leave includes collaboration with two industry partners for code development and pilot deployment. Preparatory work (Fall 2025–Fall 2026) covers literature review and draft composition and a MayMini 2026 pilot course on quantum computing to inform curriculum design. Objectives are to: (1) author a 100–150 page monograph, "Gamified Approach for Group Safety, Task Coordination and Digital Vault App," focused on context-aware, location-based services, ethics, privacy, and reproducibility; (2) design, implement, and test a pervasive computing prototype leveraging gamification to translate everyday activities into measurable engagement and safety outcomes; (3) develop a graduate level Introduction to Quantum Computing course (with potential undergraduate adaptation), including hands-on training and real-world applications. The broader impact includes strengthening the curriculum, enhancing university research, and securing future National Science Foundation (NSF) funding, supporting ETAMU's R2 research classification, and increasing its national recognition in the realms of computing and AI.

Agenda Item No. 7.6

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at East Texas A&M University (ETAMU) leading to a Bachelor of Science (BS) in Biotechnology**,** 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:

Biotechnology is an interdisciplinary field combining molecular biology and data science, offering students diverse career opportunities. In Texas, employment opportunities in biotechnology are growing, but there are currently just three undergraduate programs offered in the state. The addition of a BS in Biotechnology at ETAMU also offers a unique chance to partner with community colleges in the area that provide certificates in Biotechnology.

A&M System Funding or Other Financial Implications:

New costs primarily include $12,000 annually for lab supplies and $20,000 for laboratory equipment in the teaching lab. Estimated new costs over the first five years amount to $80,000.

Strategic Plan Imperative(s) This Item Advances:

The biotechnology sector is poised for substantial growth driven by innovations in personalized medicine, synthetic biology, gene therapy, and AI-enhanced manufacturing. However, a significant challenge lies in the lack of a skilled interdisciplinary workforce capable of meeting the industry's needs, particularly in the spheres of biology and data science. The new BS in Biotechnology program proposed by ETAMU addresses this by fostering expertise in both domains in alignment with the A&M System's strategic goals to confront national and global challenges (Imperative 7). The program seeks to equip students with responsible citizenship and career readiness in a global economy, appealing especially to the growing population of college-bound youth in the greater DFW area (Imperative 3).

Agenda Item No. 7.6

EAST TEXAS A&M UNIVERSITY
Office of the President
February 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Biotechnology 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 East Texas A&M University leading to a Bachelor of Science in Biotechnology.

The Board also authorizes submission of East 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,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

East Texas A&M University

Bachelor of Science
with a major in Biotechnology
(CIP 26.1201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Science and Engineering; Department of Biological and Environmental Sciences

The Bachelor of Science (BS) in Biotechnology degree program is designed to equip students for careers in biotechnology, industry, and biomedical research. The curriculum encompasses interdisciplinary coursework that establishes a robust foundation in molecular biology, computer science, and data analysis, thereby endowing students with the skills and knowledge necessary for professionals engaged in the development of innovative technologies and products aimed at enhancing advanced products and technologies in healthcare, agriculture, and environmental sectors. Additionally, students will gain expertise in interpreting and managing extensive biological data. Each student will not only acquire practical experience but will also benefit from personalized advising and mentoring throughout their academic journey.

The BS in Biotechnology program prepares students with a comprehensive set of knowledge and skills vital for a successful career in this domain. Key areas of learning include:

1. Knowledge of biotechnology principles: Students will acquire an in-depth comprehension of biotechnology fundamentals, encompassing genetics, molecular biology, biochemistry, microbiology, and bioinformatics.
2. Technical proficiency: The program fosters a variety of technical abilities, such as laboratory techniques, research methodologies, and data analysis, complemented by practical experience in lab work and research initiatives.
3. Analytical capabilities: Students will enhance their analytical skills by applying scientific methods to address challenges and interpret data effectively.
4. Problem-solving aptitude: The curriculum encourages students to identify and resolve biotechnology-related issues while fostering critical and creative thinking.
5. Communication proficiency: Students will learn to convey scientific concepts and information clearly, both orally and in written form.
6. Ethical and safety awareness: The program also covers ethical considerations and safety protocols in biotechnology practices.
7. Applications of biotechnology: Students will explore the diverse applications of biotechnology across sectors like agriculture, environmental science, food production, medicine, and industry.
8. Entrepreneurial insight: The program introduces students to the business side of biotechnology, including business plan development and product marketing strategies.

Graduates will be well-equipped to embark on careers in various biotechnology sectors, such as research and development, biomanufacturing, environmental biotechnology, and agricultural biotechnology.

The program requires the completion of 120 semester credit hours (SCH), which consists of 42 SCH of university core curriculum, 21 SCH of support courses, 29 SCH of required biology courses, 13 SCH of required computer science courses, and 15 SCH of advanced electives, including 3 SCH of an internship.

The proposed implementation date is fall 2027.

East Texas A&M University (ETAMU) 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 are estimated at $80,000.

I. NEED

A. Employment Opportunities

A BS in Biotechnology provides numerous career opportunities across various sectors related to the field. Graduates can explore career paths such as: Research and Development roles in biotech firms, academic institutions, and government bodies, focusing on the creation of innovative products, technologies, and treatments; positions in biomanufacturing within biotech and pharmaceutical companies; laboratory roles in biotech firms, research organizations, and government agencies, engaging in diverse research initiatives and conducting experiments; Quality Control and Quality Assurance roles in biotech and pharmaceutical industries; opportunities in science writing and journalism; entrepreneurship in biotechnology; and educational and training roles in biotechnology. The Coldwell Banker Richard Ellis group report shows that at the beginning of 2023, employment in the US life sciences sector reached an all-time high of 2.1 million positions. Employment within the biotechnology field increased by 8.7%, driving the overall annual job growth in the industry. Lightcast data shows that labor market demand for occupations aligned with Biotechnology at the bachelor's degree level is projected to increase by 8.8% between 2024 and 2029 within the ETAMU's East Texas region and the nearby Dallas-Fort Worth (DFW) Metroplex. Lightcast data shows a total of 8,178 unique job postings from January 2025 through Dec 2025, with regional median earnings of $95.3K per year. According to the Texas Workforce Commission's Labor Market and Career Information, employment for occupations aligned with the BS in Biotechnology is projected to increase 16% between 2022 and 2032 for positions requiring a bachelor's degree across East Texas, North Central Texas, and Dallas and Tarrant Counties.

B. Projected Enrollment

Considering that ETAMU is located in a rural environment, the proposed program will attract students from surrounding counties and the broader DFW region. The program will also attract transfer students from the nearby Collin College, which offers a certificate program in Biotechnology. The initial enrollment is estimated to be 26 students in Year 1,

and the program will increase to a cumulative headcount of 73 students by Year 5. Enrollment projections are based on recent new student enrollment patterns in existing programs within the Department of Biological and Environmental Science, freshman enrollment in existing Biotechnology programs offered within the state of Texas, and ETAMU's alumni footprint across jobs within the region in related occupations.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	26	29	31	35	38
Attrition Headcount		12	12	14	15
Graduates				18	15
Cumulative Headcount	26	43	62	65	73

C. Existing State Programs

In Texas, there are currently only three bachelor's degree programs in Biotechnology. Existing programs are offered by Tarleton State University (Tarleton), the University of Houston, and the University of Houston-Downtown. Fall enrollment in 2024 was 14 students at Tarleton (opened in 2022), 300 students at the University of Houston, and 77 students at the University of Houston-Downtown.

The BS in Biotechnology at ETAMU presents a distinctive opportunity to collaborate with Collin College, which offers a certificate program in Biotechnology. These factors position ETAMU as a premier institution dedicated to delivering education and training in biotechnology, catering to students from various backgrounds and preparing them for thriving careers in this exciting field.

II. QUALITY & RESOURCES

A. Faculty

The program will not need new faculty members. The existing faculty from the Biological and Environmental Sciences and the Department of Computer Sciences will offer the required and advanced elective courses for the major. Faculty from Chemistry, Physics, and Mathematics will deliver instruction for the support courses. Consequently, there will be no extra costs associated with faculty. The program includes two core faculty members, with one taking on administrative responsibilities. Additionally, there are twenty faculty members from various departments, including Biological and Environmental Sciences, Computer Science, Chemistry, and Physics, who will act as supporting faculty.

B. Program Administration

The proposed degree will be administered in the Department of Biological and Environmental Sciences within the College of Science and Engineering with no additional administrative costs expected.

C. Other Personnel

Current personnel in the Department of Biological and Environmental Sciences satisfy the requirements for this proposed degree. No additional personnel will be needed.

D. Supplies, Materials

The proposed program will require funding of $12,000 annually for laboratory and office supplies.

E. Library

Existing library resources are sufficient for the new program. No additional costs are anticipated.

F. Equipment, Facilities

Existing facilities are sufficient to serve the new program. We estimate $20,000 for the purchase of instruments to equip the teaching labs.

G. Accreditation

There is no plan to seek accreditation at this time.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS			SOURCES OF FUNDING	
Faculty*	$ 0		Formula Income	$ 142,556
Program Administration			Statutory Tuition (less set-asides)	342,975
Graduate Assistants			Reallocation	
Supplies & Materials	60,000		Designated Tuition (less set-asides)	782,338
Library & IT Resources			Other Funding:	
Equipment, Facilities	20,000		List other funding	
Estimated 5-Year Costs	$ 80,000		**Estimated 5-Year Revenues**	$ 1,267,869

*No new faculty are needed for this program; existing faculty will support the program.

Agenda Item No. 7.7

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Special Education and Disability Studies and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of a new degree program at East Texas A&M University (ETAMU) leading to a Bachelor of Science (BS) in Special Education and Disability Studies**,** 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 BS in Special Education and Disability Studies will serve three different types of students: 1) those seeking certification as an all-level special education specialist, 2) those seeking certification as an all-level special education specialist and teacher of students with visual impairments (TSVI) supplemental certification, and 3) those seeking a degree that exposes them to an array of disability issues, but allows them to choose to seek certification at the post-baccalaureate level or not pursue certification.

ETAMU's Assistive Technology Lab in Waters Library is already in place to support the new program. Additionally, the program track leading to certification as a TSVI would be well-positioned to potentially receive funding from the Texas Legislature with support from the Superintendent of the Texas School for the Blind and Visually Impaired, as part of an effort to address a shortage of qualified teachers of students with visual impairments in the state.

A&M System Funding or Other Financial Implications:

The new program will require two additional adjuncts to support the new program. New costs during the first five years are estimated at $62,450.

Strategic Plan Imperative(s) this Item Advances:

By providing three unique routes that lead to careers in special education (a high need area for Texas), the proposed program accomplishes two key aspects of The Texas A&M University System's (A&M System) 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, and (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.

Agenda Item No. 7.7

EAST TEXAS A&M UNIVERSITY
Office of the President
February 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Special Education and Disability Studies 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 East Texas A&M University leading to a Bachelor of Science in Special Education and Disability Studies.

The Board also authorizes submission of East 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,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

East Texas A&M University

Bachelor of Science
with a major in Special Education and Disability Studies
(CIP 13.1001.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Psychology and Special Education within the College of Education and Human Services

The Bachelor of Science (BS) in Special Education and Disability Studies is specially designed to address Early Childhood through 6th (EC-6) grade and the 6th grade through 12th grade (6-12) competencies established by the State Board of Education in July 2021. This degree program will meet the requirements for the new Texas Education Agency (TEA) Early Childhood to 12th Grade (EC-12) Special Education Specialist certification, allowing completing students to take the new TExES 186 certification exam. In addition, the degree will offer an option for students to receive additional training as a teacher of students with visual impairments (TSVI) and complete the TExES 182 and 283 certification exams.

Educational objectives for the program will include, but are not limited to:

1. Students will engage with and explain fundamental components of special education law, including professional roles and responsibilities, eligibility criteria, procedures for identification of disabilities, and the process for determination of need(s).
2. Students will demonstrate the ability to generate classroom management plans, lesson plans, informal assessments, individual education programs, and other fundamental components of teaching a classroom of varied learners.
3. Students will demonstrate knowledge of the theories, concepts, and empirical approaches from psychology and education, including biological processes, developmental processes, individual and social processes, and learning and cognitive processes.

The curriculum is structured around three program tracks designed to address students' diverse career aspirations. These include: 1) EC-12 Special Education Specialist certification, 120 semester credit hours (SCH); 2) EC-12 Special Education Specialist certification with supplemental certification as a Teacher of Students with Visual Impairments, 129 SCH; and 3) Disability Studies, without teacher certification, which is also a pathway for paraeducators to the Master of Science program with initial teacher certification, 120 SCH. Each track shares a core of 24 SCH covering 21 SCH in Special Education coursework with an additional 3 SCH of Psychology coursework. The EC-12 Special Education Specialist certification route is designed to prepare students according to both the EC-6 and 5-12 Special Education Standards. For example, students take coursework in child development and secondary education and will be prepared to teach students meeting eligibility under any of the 13 federally recognized disability categories. The EC-12 Special Education Specialist certification with supplemental certification as a Teacher of Students with Visual Impairments will provide curriculum for the first track as well as six courses related to teaching students with visual impairments. Coursework in this track includes a

class in braille, eye anatomy, orientation and mobility, and instructional strategies for students who are both higher and lower functioning. The final track, the disability studies route, will offer coursework in both special education and psychology that addresses issues across the life span for individuals with disabilities.

The proposed implementation date is fall 2027.

East Texas A&M University certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.117 in regards to need, quality, financial and faculty resources, standards, and costs. New costs during the first five years are estimated at $62,450.

I. NEED

A. Employment Opportunities

According to the Texas Education Agency 2024-2025 data, special education persists as a critical shortage area. The Texas Workforce Commission projects that employment for occupations aligned with the BS in Special Education and Teaching will increase by 15% between 2022 and 2032 for positions requiring a bachelor's degree across East Texas, North Central Texas, and Dallas and Tarrant Counties. Further, Lightcast data shows that labor market demand for occupations aligned with the BS in Special Education and Teaching at the baccalaureate level is projected to increase by 4.8% between 2024 and 2029 within ETAMU's East Texas region and the nearby Dallas-Fort Worth Metroplex, compared to a 2.4% increase projected nationally. The employment outlook for students who complete the EC-12 Special Education Specialist certification with supplemental certification as a Teacher of Students with Visual Impairments program option is particularly strong. Currently, many students in the other two educator preparation programs training teachers of students with visual impairments (TSVIs) are on an emergency permit after taking only one course due to the lack of vision professionals in the state (47 of the 145 individuals seeking VI certification through a university program in Texas were working under an emergency permit). It is projected that Texas will need approximately 36 TSVIs by 2027 to accommodate student growth alone.

B. Projected Enrollment

Enrollment for the BS Special Education and Disability Studies is projected at 31 students in Year 1 and is anticipated to reach a cumulative headcount of 84 students by Year 5. Enrollment projections are based on recent new student enrollment patterns in ETAMU's existing programs in Psychology and Education, freshman enrollment in similar programs offered within the state of Texas, and ETAMU's alumni footprint across jobs within the region in related occupations. The flexible class offerings (web, zoom synchronous, and face-to-face), as well as potential funding support for the TSVI track as specific components of the program will aid in recruitment and retention.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	31	32	33	34	35
Attrition Headcount		8	10	12	11
Graduates				19	20
Cumulative Headcount	31	55	77	80	84

C. Existing State Programs

Texas A&M University-Corpus Christi, Texas A&M University-San Antonio, and University of Texas-Rio Grande Valley offer bachelor's programs for the All-level Special Education Specialist. Fall 2024 enrollment totaled 19 students at A&M-Corpus Christi and 94 students at UT-RGV (no enrollment data was available for A&M-San Antonio). All three existing programs were only recently implemented as of 2023, and initial enrollment demonstrates student interest and capacity for growth. However, none of these programs serve the ETAMU geographic area or offer the additional TSVI certification or paraeducator route. Thus, this program does not duplicate any other existing program in the state.

Only two educator preparation programs (EPPs) in the state currently offer the coursework that leads to certification as a TSVI — Stephen F. Austin University and Texas Tech University — and they are both at the post-baccalaureate level. This would be the only undergraduate program to offer this coursework in the state of Texas and the second program at the undergraduate level nationwide. By offering a route to complete this supplemental certification at the undergraduate level, ETAMU's program will allow qualified TSVIs to enter the field earlier instead of pursuing the additional certification later, as a second career.

II. QUALITY & RESOURCES

A. Faculty

Four existing core faculty members and fifteen existing support faculty members will support this program. Support faculty will include full-time faculty already teaching in the Department of Psychology and Special Education and in the Department of Curriculum and Instruction, and two already contracted adjuncts. Two additional adjuncts at 20% time each will be needed to support the TSVI track of this degree. One is projected to be hired beginning in spring 2028, with the second hired for fall 2028. The costs for these adjuncts will be $10,000 per academic year ($2500 per course). Total costs for new adjunct pay and benefits will amount to $61,950.

B. Program Administration

No additional administrative costs will be incurred. An existing faculty member in the Department of Psychology and Special Education will serve as the Program Coordinator.

C. Other Personnel

No additional personnel will be needed. Two existing administrative assistants in the Department of Psychology and Special Education will be available to support the new program.

D. Supplies, Materials

There will be no additional funds needed for supplies and materials.

E. Library

No additional library resources will be required.

F. Equipment, Facilities

Existing facilities, including our Assistive Technology Lab in Waters Library, will support this program.

G. Accreditation

Texas Education Agency (TEA) approval for ETAMU to offer the new EC-12 All-level Special Education Specialist was granted in late spring 2025. TEA approval to offer the Teacher of Students with Visual Impairments supplemental certification will be sought following approval from THECB for the BS in Special Education and Disability Studies. The application fee associated with the additional approval through TEA is $500.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty Salaries & Benefits (Adjuncts)	$61,950		Formula Income	$400,005
Staff Salaries & Benefits			Statutory Tuition (Less Set Asides)	$419,246
Graduate Assistants			Designated Tuition (Less Set Asides	$956,314
Supplies & Materials				
Library & IT Resources			Other Funding:	
Equipment, Facilities			List other funding	
Other Accreditation (Application Fee)	$500			
Estimated 5-Year Costs	**$62,450**		**Estimated 5-Year Revenues**	**$1,775,565**

Agenda Item No. 7.8

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at East Texas A&M University (ETAMU) leading to a Master of Science (MS) in Human Resource Development**,** 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:

ETAMU proposes to add an MS in Human Resource Development beginning in fall 2027. This 30-semester-credit-hour graduate program addresses the growing need for advanced human resource professionals in Texas's expanding economy. The program will be delivered entirely online through the university's established competency-based education model, featuring year-round enrollment across six seven-week terms to accommodate working professionals.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the proposed M.S. in Human Resource Development. New costs for the first five years are estimated at $466,690.

Strategic Plan Imperative(s) this Item Advances:

The proposed MS in Human Resource Development aligns with The Texas A&M University System's strategic priorities by creating affordable, accessible pathways for working professionals through competency-based online delivery at $2,000 per term with year-round enrollment (Imperative 2). The program provides seamless advancement for graduates of our rapidly growing Bachelor of Applied Arts and Sciences in Human Resources Development (2 to 70+ students in one year), prepares students for high-demand roles with median salaries of $140,030, and addresses Texas's critical workforce need for Human Resources professionals (Imperative 3). The MS will support sustainable institutional growth while leveraging ETAMU's established strengths in competency-based education to serve diverse populations and contribute to Texas economic development (Imperative 5).

Agenda Item No. 7.8

EAST TEXAS A&M UNIVERSITY
Office of the President
February 16, 2026

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

Subject: Approval of a New Master of Science Degree Program with a Major in Human Resource Development 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 East Texas A&M University leading to a Master of Science in Human Resource Development.

The Board also authorizes submission of East 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,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

East Texas A&M University

Master of Science
with a major in Human Resource Development
(CIP 52.1005.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Innovation and Design

The proposed Master of Science (MS) in Human Resource (HR) Development at East Texas A&M University (ETAMU) distinguishes itself through its strategic integration of competency-based education delivery with targeted emphasis on contemporary workplace transformation. The program specifically addresses the technology-driven evolution of HR functions, preparing graduates to implement automation tools, artificial intelligence-driven analytics platforms, and data-driven decision-making systems that have become essential rather than optional in modern organizations. Delivered entirely online through year-round enrollment across six seven-week terms, the program combines foundational leadership theories with practical training and development competencies. This flexible structure enables working professionals to progress at a pace that accommodates career demands while maintaining academic rigor.

The MS in HR Development program aims to develop strategic leaders capable of advancing human management across diverse organizational contexts. Student learning outcomes focus on mastering advanced leadership theories and principles, designing and implementing evidence-based training and development programs, applying analytical and research methodologies to workforce challenges, and integrating emerging technologies into human resource functions.

Graduates will demonstrate proficiency in talent acquisition and retention strategies, performance management systems, organizational development interventions, and data analytics for strategic workforce planning. The program prepares students to serve as change agents who can navigate complex HR environments, lead organizational transformation initiatives, and contribute to strategic business objectives while fostering inclusive, high-performing workplace cultures. Through competency-based assessment aligned to appropriate learning levels, students acquire skills that position them for immediate impact in leadership roles spanning healthcare, manufacturing, professional services, education, government, and non-profit sectors.

The MS in HR Development degree provides a foundational understanding of leadership theories and principles coupled with a concentration in training and development. The degree consists of 30 semester credit hours (SCH), including the core requirements (15 SCH), research (3 SCH), and an emphasis in Corporate Training and Development (12 SCH).

The proposed implementation date is fall 2027.

ETAMU 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.

I. NEED

A. Employment Opportunities

The employment outlook for human resources professionals demonstrates robust growth across multiple specializations. For Human Resources Managers, the Bureau of Labor Statistics projects employment growth of 5% between 2024 and 2034, a rate that exceeds the average growth projection for all occupations. This translates to approximately 17,900 annual job openings throughout the decade, with a median annual compensation of $140,030 (U.S. Bureau of Labor Statistics, 2024). When examining Training and Development Specialists, a key emphasis area within the proposed MS in HR Development degree program, the labor market shows even stronger demand, with professionals in this field earning an average of $81,000 annually (Glassdoor, 2025).

Lightcast data shows that labor market demand for occupations aligned with the MS in HR Development (CIP-to-SOC code mapping) at the master's degree level is projected to increase by 8.9% between 2024 and 2029 within ETAMU's East Texas regions and the nearby Dallas-Fort Worth Metroplex. Lightcast data shows a total of 4,228 unique job postings over the past 12 months (Nov 2024-Oct 2025) with regional median earnings of $77.4K per year. According to the Texas Workforce Commission's Labor Market and Career Information, employment for occupations aligned with the MS in HR Development is projected to increase 20% between 2022 and 2032 for positions requiring a bachelor's degree or higher across East Texas, North Central Texas, and Dallas and Tarrant Counties.

B. Projected Enrollment

Based on the verified feeder program pipeline (32 students from annual graduates and interested alumni divided between the first and second yearly entry point) and conservative growth patterns (four students at the third entry point, based on a 12% growth rate), the estimated enrollment is projected at a steady-state annual enrollment of 36 new students for the program in each year for the first five years.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	36	36	36	36	36
Attrition Headcount		6	6	6	6
Graduates	12	29	30	30	30
Cumulative Headcount	24	25	25	25	25

C. Existing State Programs

The MS in HR Development represents minimal duplication within Texas public universities, with only four comparable programs identified: Midwestern State University (MA in Human Resource Development), The University of Texas at Tyler (MS in Human

Resource Development), University of Houston-Clear Lake (MA in Human Resource Management), and University of Houston (MS in Human Resource Development). Fall enrollment in 2024 averaged 53 students at UT-Tyler, UH-Clear Lake, and UH, suggesting strong student interest.

The limited program availability across Texas contrasts sharply with substantial workforce demand, as the Bureau of Labor Statistics projects approximately 17,900 annual job openings for Human Resources Managers through 2034, with median annual compensation of $140,030. The specialized emphasis on Training and Development—a critical component of the proposed program—addresses a particularly underserved niche. Given Texas's postings of 4,228 positions in the past year and employers' documented struggles to achieve hiring objectives, the state demonstrates clear capacity to absorb graduates from an additional MS in HR Development program. The proposed program's 100% online delivery and competency-based structure further differentiates it from existing programs while expanding access to underserved regions of East Texas and working professionals who require flexible educational pathways, positioning it to complement rather than compete with existing graduate offerings in the state.

II. QUALITY & RESOURCES

A. Faculty

The MS in HR Development will be supported by six existing faculty members with terminal degrees in relevant fields. Dr. Catherine Cockrell, who holds a Ph.D. in Human Resource Development from the University of Texas at Tyler, will serve as the program director, dedicating 100% of her time to the degree program, establishing her as core faculty. Two additional adjunct faculty members will provide support, each contributing 20% of their time to the program. Three additional adjunct faculty will be used for the emphasis area of Corporate Training and Development. All adjunct faculty will be active professionals in the field related to corporate development and training, and have a minimum of five years of industry experience and appropriate graduate credentials.

No new full-time faculty hires are projected within the first five years of program implementation. Total new five-year costs for adjunct faculty are estimated at $466,690. This adjunct model provides cost-effective instructional capacity while ensuring students benefit from current industry expertise and real-world application of HR principles. The combination of dedicated core faculty leadership and experienced adjunct instructors creates a sustainable staffing model that maintains quality while managing operational costs effectively.

B. Program Administration

The MS in HR Development will be administratively housed in the College of Innovation and Design and overseen by the Program Coordinator, Dr. Catherine Cockrell.

C. Other Personnel

Current personnel in the College of Innovation and Design satisfy the requirements for the proposed degree program. No additional personnel will be required.

D. Supplies, Materials

No additional supplies or materials are needed to support the proposed degree program.

E. Library

Existing library resources are sufficient to support the proposed degree program.

F. Equipment, Facilities

No new equipment or facilities will be required to implement or conduct the program.

G. Accreditation

Not applicable.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			**SOURCES OF FUNDING**	
Faculty (Adjuncts)	$466,690		Formula Income	$648,700
Program Administration			Flat Rate Tuition	$1,962,000
Graduate Assistants				
Supplies & Materials				
Library & IT Resources				
Equipment, Facilities				
Other				
Estimated 5-Year Costs	**$466,690**		**Estimated 5-Year Revenues**	**$2,610,700**

Agenda Item No. 7.9

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at East Texas A&M University (ETAMU) leading to a Master of Science (MS) in Strategic Communication**,** 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 MS in Strategic Communication fills a need in the Dallas-Fort Worth Metroplex for high-demand professionals skilled in crisis management, stakeholder engagement, digital media communications, and multi-platform messaging. Trained by qualified faculty and working with leading industry experts, graduates acquire multidisciplinary perspectives and practical experience in crisis management, digital communication, and client engagement that prepares them to excel in corporate, public, governmental, and non-profit settings, creating flexible and dynamic career opportunities in a demanding and essential field.

A&M System Funding or Other Financial Implications:

To fully staff the proposed program, ETAMU will need to hire three full-time faculty over the next two to four years, funded from permanent salary accounts. One of these new faculty will serve as the main program director. New costs for the first five years are estimated at $337,647.

Strategic Plan Imperative(s) this Item Advances:

This program advances several A&M System Strategic Imperatives:

- **3. Students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** This program prepares students for dynamic and demanding careers in a variety of corporate, public, and/or government settings using interdisciplinary skills to navigate complex stakeholder relationships and multi-platform messaging challenges.
- **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.** This program trains high-demand professionals ready to navigate the challenges of a complex and changing digital, media, and public relations environments, filling an essential role in the state's economic development.

Agenda Item No. 7.9

EAST TEXAS A&M UNIVERSITY
Office of the President
February 16, 2026

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

Subject: Approval of a New Master of Science Degree Program with a Major in Strategic Communication 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 East Texas A&M University leading to a Master of Science in Strategic Communication.

The Board also authorizes submission of East 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,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

East Texas A&M University

Master of Science
with a major in Strategic Communication
(CIP 09.0909.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Humanities, Social Sciences, and Arts; Department of History and Liberal Studies

The proposed Master of Science (MS) in Strategic Communication at East Texas A&M University (ETAMU) is strategically positioned to address the growing demand for sophisticated communication professionals in today's rapidly evolving media landscape. Offered online and at the ETAMU Dallas campus, the program serves the diverse needs of working professionals in the Dallas-Fort Worth (DFW) Metroplex and beyond who seek to advance their careers in corporate communications, public relations, digital marketing, nonprofit advocacy, or government communications. The program's flexible structure accommodates students pursuing immediate career advancement as well as those considering doctoral studies or research-focused careers. The DFW region, as a major business and technology hub, hosts numerous Fortune 500 companies, government agencies, healthcare systems, and nonprofit organizations that require skilled strategic communication professionals to navigate complex stakeholder relationships and multi-platform messaging challenges. With the increasing complexity of digital communications, crisis management, and stakeholder engagement across sectors, graduates will be well-positioned for leadership roles in a field experiencing significant growth and transformation.

The program objectives of the MS in Strategic Communication are designed to prepare graduates for leadership roles in an increasingly complex and dynamic communication environment. The program's five core learning goals reflect both current industry demands and emerging trends in strategic communication practice:

1. **Diagnostic and Strategic Problem-Solving**: Diagnose organizational communication problems and design evidence-based strategies;
2. **Integrated Multi-Channel Campaign Management**: Create integrated multi-channel campaigns (paid/owned/earned/shared) with analytics;
3. **Crisis and Risk Communication Leadership:** Manage crisis, risk, and public information across sectors strategically;
4. **Ethical and Inclusive Communication Practice**: Use ethical and legal frameworks in all messaging; and
5. **Outcomes-Focused Strategic Implementation**: Translate insights into measurable outcomes for internal and external stakeholders.

The 36-semester credit hour (SCH) program is structured around four complementary components that build comprehensive strategic communication expertise. These include 15 SCH of Core Foundations, 9 SCH of Strategy, Digital & Analysis coursework, 6 SCH of Creative, Visual &

Experiential coursework, and 6 SCH of Culminating Experiences, where students may choose to complete either a traditional master's thesis or a client-based capstone/internship experience that provides hands-on agency-model training with real organizational challenges.

The proposed implementation date is fall 2027.

ETAMU 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.

I. NEED

A. Employment Opportunities

Texas added more than 182,000 jobs in 2024-25. This strong economic growth creates increased demand for strategic communication professionals across sectors. Strategic Communication graduates find employment in corporate communications, healthcare communications, government and public sector organizations, technology companies, energy and infrastructure organizations, and nonprofit and advocacy organizations. Lightcast data shows that labor market demand for occupations aligned with the MS in Strategic Communication at the master's degree level is projected to increase by 8.4% between 2024 and 2029 within the DFW Metroplex and surrounding areas, compared to a national increase of 6.1%. Lightcast data shows a total of 484 unique job postings requiring a master's degree over the past 12 months (Dec 2024-Nov 2025) with regional median earnings of $118.3K per year. According to the Texas Workforce Commission's Labor Market and Career Information, employment for occupations aligned with the MS in Strategic Communication is projected to increase 13% between 2022 and 2032 for positions requiring a bachelor's degree or higher across East Texas, North Central Texas, and Dallas and Tarrant Counties.

B. Projected Enrollment

Projected enrollment is 25 students in Year 1, reaching a cumulative headcount of 44 students by Year 5. Enrollment projections are based on recent new student enrollment patterns in existing, related programs at ETAMU, fall enrollment at similar programs offered within the state of Texas, and ETAMU's alumni footprint across jobs within the region in related occupations.

Enrollment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total New Students	25	26	27	27	28
Attrition Headcount		3	3	4	4
Graduates		18	18	19	19
Cumulative Headcount	25	30	35	40	44

C. Existing State Programs

There are only two other programs in Texas using the same CIP code (09.0909.00): East Texas Baptist University and the University of Houston-Downtown, both located far from the DFW Metroplex. Enrollment at the University of Houston-Downtown totaled 36 students in fall 2024. Texas Tech University and Texas State University offer Strategic Communication Master's programs using a different CIP code (09.0900.00); these programs are also geographically far from DFW. Texas Tech University's program enrollment totaled 89 students in fall 2024, while Texas State University's program only began enrolling students in 2025. Within the DFW area, only Tarleton State University (Communication, 09.0100.00) and Texas Christian University (Strategic Communication, 09.0900.00) offer comparable programs. These programs graduate fewer than 10 students per year, and represent the far western edge of ETAMU's service area. Currently, the DFW Metroplex lacks a strong and robust master's program in Strategic Communication.

II. QUALITY & RESOURCES

A. Faculty

The program plans to hire three core, full-time faculty over the next two to four years. Hires are expected to be: two Assistant Professors (one starting in fall 2026 and one starting in fall 2028), and one Associate Professor (starting in fall 2027) who will serve as the Program Coordinator. These hires will also support current undergraduate programs and enhance the overall effectiveness and strength of the program at all levels. The program also anticipates hiring adjuncts to teach special topics courses as needed, one to two courses a year, starting in the second year (fall 2028). These adjuncts would be industry leaders, field experts, or professionals working in DFW. Total costs for new faculty salary and benefits over five years are estimated at $255,619. Additional support faculty (five) from other academic departments will be utilized to teach Marketing and Visual Communications courses within the curriculum.

B. Program Administration

The program will be coordinated by the Strategic Communication Program Coordinator, who is one of the Strategic Communication faculty, at 0.20 FTE. The estimated cost for the administrative share of the Program Coordinator's pay and benefits over five years comes to $79,528. This program will be housed within the Department of History and Liberal Studies.

C. Other Personnel

Administrative support will be provided by the Administrative Associate for the Department of History and Liberal Studies. No other personnel are required.

D. Supplies, Materials

The program will require only regular office supplies at $500 per year.

E. Library

ETAMU maintains subscriptions for necessary databases and programs to support the program, including Adobe Creative Cloud, Lightcast, Nexis Uni, Communication & Mass Media Complete, Business Source Premier, Mintel, and IBISWorld, among others. No additional costs will be necessary.

F. Equipment, Facilities

No new facilities or equipment are necessary for this program. Classrooms at the Dallas campus are already equipped with necessary classroom and conferencing technology, and most courses will be delivered online.

G. Accreditation

No accreditation is required for this program.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$255,619		Formula Income	$ 388,581
Program Administration	79,528		Statutory Tuition (Less Set-Asides)	134,640
Graduate Assistants			Designated Tuition (Less Set-Asides)	307,119
Supplies & Materials	2,500		Graduate Differential Tuition (Less Set-Asides)	101,376
Library & IT Resources				
Equipment, Facilities				
Other				
Estimated 5-Year Costs	$337,647		**Estimated 5-Year Revenues**	$931,716

Agenda Item No. 7.12

AGENDA ITEM BRIEFING

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

Subject: Appointment of Provost & Executive Vice President of Academic Affairs at Tarleton State University

Proposed Board Action:

Appoint Dr. Barry Lambert as the Provost & Executive Vice President of Academic Affairs at Tarleton State University, effective immediately.

Background Information:

Dr. Barry Lambert is recommended for the position of Provost & Executive Vice President of Academic Affairs at Tarleton State University. Dr. Lambert brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Provost & Executive Vice President of Academic Affairs, Dr. Lambert will work closely with the President and senior leadership to advance the academic mission of the institution. Responsibilities will include providing oversight and guidance for academic programs, supporting faculty development and student success, and fostering collaboration across colleges and administrative units. Dr. Lambert will also contribute to strategic planning and institutional effectiveness, promote excellence in teaching, research, and service, and ensure that academic initiatives support the broader goals of the institution and The Texas A&M University System (A&M System).

A copy of the curriculum vitae of Dr. Lambert is attached.

A&M System Funding or Other Financial Implications:

President James Hurley recommends an initial salary of $290,000.

Strategic Plan Initiative(s) this Item Advances:

This proposed appointment advances all the A&M System's strategic imperatives by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas, and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability. In doing so, the appointment directly contributes to realizing the A&M System's vision of being the system of choice for students, employers, faculty, staff, and research funders.

Agenda Item No. 7.12

TARLETON STATE UNIVERSITY
Office of the President
March 31, 2026

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

Subject: Appointment of Provost & Executive Vice President of Academic Affairs at Tarleton State University

I recommend adoption of the following minute order:

"Dr. Barry Lambert is hereby named the Provost & Executive Vice President of Academic Affairs at Tarleton State University, effective immediately, at an initial salary of $290,000."

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]
James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Barry Lambert

Title: Provost & Executive VP for Academic Affairs

Salary: $ 290,000

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA-Comparison Group #1 105000	Chief Academic Affairs Officer/Provost	$269,570
2.	CUPA-Comparison Group #2 105000	Chief Academic Affairs Officer/Provost	$250,000
3.	CUPA-Comparison Group #3 105000	Chief Academic Affairs Officer/Provost	$229,000
4.	CompAnalyst Scope 1 - H231018762	Provost, VP Academic Affairs	$286,700
5.	CompAnalyst Scope 2 - H231018762	Provost, VP Academic Affairs	$281,100

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	TAMU-West	Provost and Executive Vice President	$269,171
2.	TAMU-Central	Provost and Vice President of Academic	$263,150
3.	TAMU-Corpus	Provost and Senior VP for AA	$275,000
4.	TAMU-Kingsville	Provost and Senior Vice President of Ac	$279,866
5.	TAMU-San Antonio	Provost and Executive VP of AA	$277,648

Comments, if necessary:

Group #1 - US Census South Region; Carnegie Master's - Larger Programs 39 Institutions
Group #2 - US Census Division West South Central: AR, LA, OK, TX 63 Institutions
Group #3 - Faculty; FTSE 5500-15000; OP/EXP 80M-250M; Public Only
Group #4 - Texas (State) | Colleges & Universities | 1,000 - 3,000 FTEs
Group #5 - Colleges & Universities | $50M - $200M Revenues ($ USD)

Barry D. Lambert, PhD
Interim Provost and Executive Vice President
Tarleton State University
blambert@tarleton.edu

Education

- Ph.D. - Kansas State University, 2001. Animal Science: Ruminant Nutrition
- M.S. - Tarleton State University, 1998. Major: Biology: Animal Nutrition
- B.S. - Tarleton State University, 1996. Major: Animal Science

Relevant Professional Experience and Accomplishments

Tarleton State University, Stephenville, TX

Interim Provost and Executive Vice President, *10/2025-Present*

- Strengthened institutional clarity and trust across Academic Affairs
  - Establishing consistent communication with visible progress tracking of Academic Initiatives.
  - Coordinated refinement and implementation of academic vision supporting Tarleton's trajectory toward Carnegie R1 research status.
  - Partnered closely with vice presidents and senior leadership to ensure smooth cross-divisional operation and collaboration.

- Reengaged faculty-involved advancement of key academic policies
  - Tenure and Promotion policy updates underway
  - Faculty-led tenure and promotion guideline updates initiated across all colleges
  - Faculty Advisory Council established assuring alignment with system requirements, regulatory expectations, and shared governance.

- Led division wide navigation of evolving legislative, system, and regulatory environments while maintaining compliance, sustaining academic continuity

Associate Provost and Associate Vice President *08/2025- 10/2025*

Student Retention and Persistence

- Coordinate strategic retention efforts across the university to improve student success.
- Initiated re-visioning and re-design of the university career services department to prepare students for career placement and success.

Dean, College of Agriculture and Natural Resources *09/2021- 08/2025*
(Academic college enrolling over 2,500 students in three academic departments, in addition to teaching and research facilities with various animal, plant, and natural resource enterprises.)

Enrollment and Academic Leadership

- Manage all aspects of the college, including personnel, budget management, academic program development, and research development.
- Initiated aggressive recruitment efforts that have led to predictable and consistent college enrollment growth (4-5% per year), surpassing 2,700 students in the college and the first single major at the university to exceed 1,300 students (Animal Science, Fall 2025)
- Championed and collaboratively developed and implemented the university's first STEM-based PhD (PhD Animal and Natural Resource Sciences).

- Collaboratively secured the most significant gift in the history of COANR ($12,000,000; Hohenberger Land Endowment)
- Actively championed college Initiatives across the university and larger community.
- Increased collaboration between academic departments, strategized, defined, and leveraged campus resources and higher education trends, and created a climate for enrollment growth.

Faculty and Program Development
- Implemented the COANR faculty and student travel grant program supporting student and faculty travel for research and other professional development.
- Implemented faculty research and grant writing support initiatives, resulting in the establishment of COANR as the leading college at Tarleton in external grants submissions and external funds received (2021, 2022, and 2023).

Community and Alumni Engagement
- Developed and hosted annual COANR alumni and friends gathering, a donor-sponsored event attracting over 500+ guests annually.
- Established aggressive alumni engagement campaign to re-engage COANR alumni through various on- and off-campus events.
- Expanded communication with stakeholders through the addition of a Marketing and Communication Specialist position to the Dean's office staff to improve the quality of all externally facing media and events.

Leadership Fellow, APLU Food Systems Leadership Institute *09/2023 – 08/2025*
- Broaden perspectives and network related to food and agricultural systems.
- Enhanced leadership skills and performance.
- Enhanced skills related to leading organizational change.

Interim Dean, College of Graduate Studies *01/2023 – 11/2023*
- Assumed role at the request of the provost during a national search for a Dean of the College of Graduate Studies.
- Led enrollment growth initiative, increased graduate headcount and SCH production by >4% over the previous year.

Associate Dean, College of Agriculture and Natural Resources *03/2020- 09/2021*
- Developed, supported, and increased research opportunities for COANR faculty and students.
- Supported faculty to increase and diversify graduate program offerings within COANR.
- Supported faculty to increase summer outreach opportunities within COANR, including camps both on and off campus.

Associate Vice President, Office of Research and Innovation *04/2015 – 03/2020*

Faculty and Student Support
- Championed campus-wide student/faculty research involvement, secured and distributed more than $350,000 in annual seed funding, promoted research opportunities and successes, increased research participation and grant/fellowship submission.
- Developed/implemented a faculty salary savings distribution guideline and promoted faculty research involvement.
- Implemented faculty colloquium series and orchestrated "Community of Scholars" event, and provided a campus-wide opportunity and venue to showcase faculty research.
- Streamlined faculty grant submission process, provided student travel grant funding, and facilitated research project indirect cost recovery.

Fundraising and Community, Alumni and State, Federal Agencies

- Led two distinct 30+ person research teams, one addressing crop insurance fraud (Center for Agribusiness Excellence), the other addressing environmental issues related to surface water (Texas Institute of Applied Environmental Research)
- Evaluated/prioritized legislative special item requests, and strategized, developed, and executed university-wide strategic research initiatives in collaboration with the Tarleton President.
- Developed partnerships with public and private partners to increase external funding by more than $2.5 million during 2018-2020.
- Developed an annual giving campaign aimed at supporting student scholarship.
- Cultivated and sustained positive relationships with state and federal agencies, communicated program research opportunities, and successfully secured program funding.
- Collaborated with Texas A&M University System State and Federal Relations offices and promoted funding initiatives and opportunities.
- Initiated meetings with local and regional community leaders, identified regional research and development opportunities and priorities, and facilitated hands-on student learning opportunities.
- Initiated a newsletter related to graduate studies and research to engage and expand the network of current and former students, as well as friends of the university.

Advocacy for University Programs

- Collaborated directly with Texas A&M University System Vice Chancellor for Research and secured $1.8 M in total funding for two Chancellor's Research Initiative hires.
- Served as Principal Investigator, managed USDA $3.5 M annual contract.

Dean, College of Graduate Studies *06/2014 – 02/2020*

Enrollment and Academic Leadership

- Led enrollment growth initiative, integrated one to three new graduate programs annually at main and outreach campus locations, increased graduate headcount by >15%, and graduate credit hour generation by >30%.
- Championed and collaboratively introduced the university's first PhD program (Criminal Justice) and helped the university move toward doctoral research university status.
- Initiated collaboration with academic departments, strategized, defined, and leveraged campus resources and higher education trends, and created a climate for enrollment growth.
- Collaboratively defined graduate program vision, developed, and executed strategic marketing and recruitment plan, implemented graduate program policies and procedures, and expanded program offerings.
- Championed and served on the senior leadership team and facilitated the successful implementation of the university's first Customer Response Management (CRM) software, TargetX.
- Represented various constituencies on the Council of Deans, Academic Council Executive Team, and Provost's Council, bridged cross-functional team communications, and collaboratively troubleshot/resolved academic, financial, and legal issues.

Faculty and Program Development

- Championed and secured funding for additional graduate assistantships, increased graduate assistantship pay rate by 20%, and positioned the university for improved graduate candidate quality.
- Chaired Graduate Council, served as faculty liaison to upper administration, and effectively addressed issues related to graduate education.
- Developed and promoted the Graduate Faculty Fellow program, raised research opportunity awareness, and increased external student and faculty fellowship application submissions.
- Served on SACS-COC Reaffirmation leadership committee, authored chapter of annual academic ten-year report, provided program insight, and collaboratively facilitated university accreditation.

Community Engagement

- Partnered with community and business leaders, defined community educational needs, organized and orchestrated open and web-based recruitment events, and strategized and developed student internship and placement opportunities.
- Established strategic partnerships with local community development organizations, alumni, and university stakeholders and inspired community engagement and collaboration.

Assistant/Associate/Full Professor, Animal Sciences *06/2003 – Present*

- Recruited, advised, and mentored students in the department of Animal Science and Veterinary Technology.
- Provided classroom and laboratory instruction with advanced hands-on learning opportunities for undergraduate and graduate students in animal science, animal nutrition, and research methodology courses.
- Designed, conducted, analyzed, and published research in various animal science areas, including ruminant nutrition, parasitology, and physiology.
- Designed and led 4 study abroad courses to Poland and Germany, titled *Comparison of US, and EU Agricultural Practices*.

Associate Dean, College of Graduate Studies *01/2013 – 06/2014*

- Championed the first university-wide graduate program marketing plan, created an environment for faculty-led program improvement and program growth.
- Executed graduate marketing and recruitment initiative, developed graduate student funding and recruitment strategy, and achieved recruitment objectives.
- Initiated graduate program handbook review process.

Department Head, Environmental and Agricultural Management *09/2013 – 06/2014*

- Led 10 full-time faculty and several adjuncts to provide excellent hands-on learning opportunities for students.
- Provided leadership through the development of a new departmental program vision and name.
- Successfully launched new undergraduate majors and aligned diverse faculty groups to meet student programmatic needs.
- Scheduled courses, coordinated curricular changes, and modeled a student-focused perspective for departmental faculty.
- Managed fiscal resources of the department, evaluated faculty/staff, and managed student and faculty grievances.

Director, Southwest Regional Dairy Center *06/2009 – 12/2013*

- Coordinated use of the $11 million teaching and research facility for student and faculty research and laboratory utilization.
- Oversaw facility design, construction, and operation, managed fiscal and facility resources, and inspired community and dairy industry engagement.

Department Head, Animal Science and Wildlife Management *06/2008 – 12/2009*

- Led 10 full-time faculty and several adjuncts to provide excellent hands-on learning opportunities for students.
- Initiated process to develop future program ideation and vision, and executed scheduling and fiscal management plan.
- Managed fiscal resources of the department, evaluated faculty/staff, and managed student and faculty grievances.
- Scheduled courses, coordinated curricular changes, and modeled a student-focused perspective for departmental faculty.

Texas A&M AgriLife Research Agency

Assistant/Associate/Full Professor & Principal Investigator *06/2003 – 09/2021*

- Provided hands-on research experiences for undergraduate and graduate students at several universities across Texas.
- Conducted research in various areas of animal science, including ruminant nutrition, parasitology, and physiology.

Baylor College of Medicine

Postdoctoral Fellow NIH Fellowship Program *08/2001-06/2003*

- Designed, conducted, analyzed, and published research in the area of amino acid metabolism in a swine model for application in neonatal human infants.
- Prepared grant proposals and written reports related to various aspects of human and animal macronutrient metabolism.

Kansas State University

Graduate Research Assistant *08/1998-08/2001*

- Designed, conducted, analyzed, and published research in the area of ruminant animal nutrition.
- Assisted with lecture and laboratory teaching in various courses in Animal Sciences.

Teaching Experience

During my career, I have taught a variety of subjects at the College of Agriculture and Natural Resources in the Department of Animal Science in face-to-face, hybrid, and online course settings.

Contracts, Grants and Sponsored Research

Total Grants Funded ≈ $19 Million

State/Federal Agencies Funded ≈ $15.9 Million (10 Total; 2010-2024 shown)

Private Sector Funding Contracts Funded ≈ $1.1 Million (12 Total; 2021-2024 shown)

Other Funding Sources Funded ≈ $2.0 Million

Scholarship

Refereed Journal Articles (66 Total; 2018-2026 shown)

Bloch, N. A., Runyan, C. L., Speshock, J. L., **Lambert, B. D.**, Wellmann, K. B., Tifft, K., & Brady, J. A. (2025). Investigating Bovine Blood Prokaryotic Microbial Populations Through 16S V4 Sequencing, qPCR, and dPCR, with a Specific Focus on Hemotrophic *Mycoplasma wenyonii*. *Ruminants*, *5*(3), 45.

Fair, W., Breeden, J. B., Atchley, T. W., **Lambert, B. D.**, Aljoe, Z., Owsley, W. F., and Smith, W. B. (2022) The Use of Removed Mesquite Brush as a Fiber Replacement in Silage Production. Animals 12 (20), 2795.

Kolenda M., Sitkowska B., Kamola D., **Lambert B.D.** (2021) Composite genotypes of progestogen-associated endometrial protein gene and their association with composition and quality of dairy cattle milk. Anim Biosci..34(8):1283-1289.

Ball J.J., Wyatt R.P., Lambert B.D., Smith H.R., Reyes T.M., Sawyer J.T. (2021). Influence of Plant-Based Proteins on the Fresh and Cooked Characteristics of Ground Beef Patties. Foods. 2021 10(9), 1971.

Ball, J. J, Wyatt, R. P., Coursen, M. M., **Lambert, B. D.**, Sawyer, J. T. (2021). Meat Substitution with Oat Protein Can Improve Ground Beef Patty Characteristics. Foods, 10(12), 3071.

Cauble, R.N., Ball, J. J., Zorn, V. E., Reyes, T. M., Wagoner, M. P., Coursen, M. M., **Lambert, B. D.,** Apple, J. K., Sawyer, J. T. (2021). Characteristics of Pork Ham Muscles Cooked to Varying End-Point Temperatures. Foods, *Accepted: In Press.*

Kurwadkar, S., **Lambert, B. D**., Beran, L., Johnson, J., Marsh, J., Hibbler-Albus, K., Lambert, D., Kwon, M. (2020). Evaluation of ecological, stressor and social factors for the prioritization and restoration of Trinity River Basin watershed. Wetlands Ecology and Management, 28(4), 623-639.

Piórkowska, K., Malopolska, M., Ropka-Molik, K., Szyndler-Nedza, M., Wiechniak, A., Zukowski, K., **Lambert, B. D.,** Tyra, M. (2020). Evaluation of SCD, ACACA and FASN Mutations: Effects on Pork Quality and Other Production Traits in Pigs Selected Based on RNA-Seq Results. Animals(10), 123.

Gesek, M., Sokol, R., **Lambert, B. D.**, Otrocka-Domagala, I. (2018). Effect of Effective Microorganisms On Intestinal Morphology and Morphometry in Japanese Quails. *Turkish Journal of Veterinary and Animal Sciences 42: 285-291*.

White, J., Muir, J. P., **Lambert, B. D.** (2018). Overseeding Cool-Season Annual Legumes and Grasses Into Dormant 'Tifton 85' Bermudagrass for Forage and Biomass. *Crop Science, 58*(2), 964-971.

Malopolska, M., Tuz, R., **Lambert, B. D.**, Nowicki, J., Schwarz, T. (2018). The Replacement Gilt: Current Strategies for Improvement of the Breeding Herd. *Journal of Swine Health and Production, 26*(4), 208-214.

Polasik, D., Tyra, M., Szyndler-Nedza, M., Zak, G., **Lambert, B. D.**, Terman, A. (2018). Association of Mir-208b Polymorphism with Meat Quality Traits and Texture Parameters in Pigs. *Czech Journal of Animal Science, 63*. 435-442.

Agenda Item No. 7.14

AGENDA ITEM BRIEFING

Submitted by: Christopher Maynard, Ph.D., President
Texas A&M International University

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M International University

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M International University.

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 International University, the application is submitted with support of the academic department, college dean, university development leave committee (elected by the general faculty), provost and vice president for academic affairs, and president.

As shown in the exhibit, Texas A&M International University requests approval for faculty development leave for two faculty members for FY 2027.

Texas A&M International University 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 members' teaching loads by adjusting course offerings the next academic year.

Strategic Plan Imperative(s) this Item Advances:

The granting of Faculty Development Leave allows for the promotion of the fourth imperative increasing prominence by building a robust and targeted research portfolio.

Agenda Item No. 7.14

TEXAS A&M INTERNATIONAL UNIVERSITY
Office of the President
March 3, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
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 *31.03,* System Regulation *12.99.01* and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the attached exhibit, Faculty Development Leave List FY 2027, Texas A&M International University."**

Respectfully submitted,

[SIGNED BY]

Christopher Maynard, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 7.14
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M INTERNATIONAL UNIVERSITY

Name/ Title/ Department	Years of Texas A&M International Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF ARTS AND SCIENCES			
Dr. Adam Kozaczka Associate Professor of English	7	Fall 2026	Dr. Kozaczka's leave will take place in Edinburgh, Scotland, and select U.S. universities (University of South Carolina and Yale University) to advance a major scholarly project examining the intersection of Scottish literature and legal studies. The project centers on previously unpublished archival materials authored by Scottish legal scholar Sir John Rankine and aims to make significant contributions to the interdisciplinary field of Law and Literature. The proposal aligns closely with TAMIU's Strategic Plan by: (1) increasing national and international research visibility, (2) supporting externally funded scholarship as Dr. Kozaczka plans to apply for extramural grants, (3) enhancing undergraduate and graduate law and literature coursework at TAMIU and, (4) expanding student research participation through mentorship and collaborative scholarship.
COLLEGE OF NURSING AND HEALTH SCIENCES			
Kyung-Shin Park Associate Professor of Kinesiology	19	Fall 2026	Dr. Park's leave will take place in South Korea and in Laredo, Texas to advance research on significant public health challenges related to obesity, chronic disease, and health disparities. In collaboration with Sangmyung University and Dankook University in South Korea, Dr. Park will conduct a pilot study collecting body composition data from

			approximately 120 adults in urban and rural populations. This work expands ongoing NIH-related research examining limitations of existing body-composition estimation models across various groups and aims to contribute toward development of a universal predictive model. The proposal supports TAMIU's mission by: (1) expanding international research collaborations, (2) increasing scholarly publications in high-impact journals, (3) strengthening competitiveness for external funding, (4) enhancing teaching through integration of evidence-based research, and (5) providing experiential research opportunities for students in Kinesiology and Health Sciences.

Agenda Item No. 7.15

AGENDA ITEM BRIEFING

Submitted by: Christopher Maynard, Ph.D., President
Texas A&M International University

Subject: Authorization to Award an Honorary Degree to Esther G. Buckley

Proposed Board Action:

Authorize the president of Texas A&M International University (TAMIU) to award an Honorary Doctor of Letters to Esther G. Buckley.

Background Information:

In accordance with Section 1.2 of System Policy *11.07, Granting of Honorary Degrees*, TAMIU submits this request to award an Honorary Doctor of Letters degree to Esther G. Buckley. This recognition is in tribute to her distinguished career and for the positive and significant impact her lifetime of service has made on TAMIU, the state of Texas, and the United States of America.

The nomination for this Honorary Doctor of Letters degree received strong support of the University Honorary Degrees Committee as required in the TAMIU Rule 11.07.99.L0.01, Granting of Honorary Degrees.

With Board authorization, this honorary degree will be presented to the family of Ms. Esther G. Buckley at TAMIU's commencement ceremony in December 2026.

A&M System Funding or Other Financial Implications:

None.

Strategic Plan Imperative(s) this Item Advances:

Ms. Esther G. Buckley was an educator who had a lifelong commitment to quality education and community engagement. This recognition honors her contributions to TAMIU; with her more than four decades of teaching in Laredo, she expanded educational opportunities for underserved students, aligning with Imperative 1 of The Texas A&M University System strategic plan that all qualified students find accessible pathways to achievement. Esther G. Buckley helped students pursue their ambitions and opened doors for generations of students.

Agenda Item No. 7.15

TEXAS A&M INTERNATIONAL UNIVERSITY
Office of the President
March 3, 2026

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

Subject: Authorization to Award an Honorary Degree to Esther G. Buckley

I recommend approval of the following minute order:

"The president of Texas A&M International University is authorized to award an Honorary Doctor of Letters degree to Esther G. Buckley."

Respectfully submitted,

[SIGNED BY]

Christopher Maynard, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Esther G. Buckley
Honorary Degree Candidate Summary

Esther G. Buckley
Candidate for Honorary Doctor of Letters

Esther G. Buckley was a lifelong Laredo educator and civic leader whose career spanned more than four decades. A gifted student, she graduated at age 15 as salutatorian of Raymond and Tirza Martin High School and earned her undergraduate degree from the University of Texas at Austin. She also pursued doctoral studies at Texas A&M University before her untimely death.

During her 42-year tenure with the Laredo Independent School District, she was widely respected for her excellence in science, earning recognition as "Top Texas High School Physics Teacher" from the American Physical Society. Her professional leadership included service with the Association of Texas Professional Educators and Phi Delta Kappa. She was a teacher at Martin High School and became a master teacher at Laredo ISD Early College. She developed students' skills and knowledge in biology and science and inspired them to seek higher education.

She was also appointed by President Ronald Reagan to serve from 1983-1992 on the U.S. Commission on Civil Rights. At the local and state levels, she served on commissions under Governor Bill Clements and contributed to efforts that helped establish TAMIU as a four-year institution. Her legacy includes memorial scholarships, posthumous honors, and the naming of a Laredo Independent School District Early College High School in her honor.

Agenda Item No. 7.16

AGENDA ITEM BRIEFING

Submitted by: Christopher Maynard, Ph.D., President
Texas A&M International University

Subject: Approval of a New Doctor of Physical Therapy 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 International University (TAMIU) leading to a Doctor of Physical Therapy (DPT)**,** 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:

Currently, there is a documented shortage of physical therapists. This shortage is anticipated to increase in the coming years. The proposed DPT program will prepare students for a career in physical therapy by offering a comprehensive education in physical therapy. The degree program will enable students to learn in a hands-on environment and apply skills to their future physical therapy careers. To assist the experiential nature of the program, coursework is provided in a hybrid format. The added accessibility of the program will allow students who may have geographic, professional, or personal constraints to successfully navigate the program.

A&M System Funding or Other Financial Implications:

The cost of the program over the first five years is $8,438,127 with an estimated five-year funding of $9,600,351. The cost includes eight new faculty hires, a program director, two staff positions, supplies and materials, and equipment (hardware and software). The funding includes formula funding from projected enrollment and tuition and fees. The five-year net funding is projected to be $1,162,224.

Strategic Plan Imperative(s) this Item Advances:

The proposed DPT aligns with The Texas A&M University System's strategic plan. In particular, it supports Imperative 2, as the program is projected to be one of the least expensive DPT programs in the state of Texas. It also supports Imperative 3 by equipping students for long-term careers in the global economy. Furthermore, the program supports Imperative 5 by producing graduates who can strengthen the state’s economy, particularly by meeting the increasing demand for physical therapy.

Agenda Item No. 7.16

TEXAS A&M INTERNATIONAL UNIVERSITY
Office of the President
February 13, 2026

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

Subject: Approval of a New Doctor of Physical Therapy 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 a new degree program at Texas A&M International University leading to a Doctor of Physical Therapy.**
>
> **The Board also authorizes submission of Texas A&M International 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,

[SIGNED BY]

Christopher Maynard, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nicole B. Bunker
General Counsel

Texas A&M International University

Doctor of Physical Therapy
(CIP 51.2308.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Health Sciences

The proposed Doctor of Physical Therapy (DPT) program at Texas A&M International University (TAMIU) will be a postbaccalaureate doctoral program. The program will prepare graduates for entry-level practice as a physical therapist in accordance with the Commission on Accreditation in Physical Therapy Education (CAPTE). Similar to other physical therapy programs in Texas and nationwide, the curriculum will be sequential and combine didactic and clinical coursework.

The DPT program at TAMIU will be delivered in an innovative hybrid format. The hybrid format expands access to students who might otherwise be unable to pursue a doctoral degree due to geographic, professional, or personal constraints. TAMIU's hybrid DPT program will be the first of its kind in the border region of Texas, addressing a critical need by expanding access to advanced healthcare education in underserved areas. Graduates will demonstrate advanced critical thinking, clinical competence, and the mastery of professional attributes necessary for contemporary physical therapy practice. A central focus of the curriculum is interdisciplinary collaboration, which prepares graduates to effectively communicate, collaborate, and consult with other healthcare professionals in managing and coordinating patient care across diverse healthcare settings.

Educational Objectives:

1. Demonstrate the skills necessary to deliver physical therapy services in a rapidly changing health care environment to clients across the lifespan and in a variety of practice settings.
2. Demonstrate the ability to practice physical therapy in accordance with state and federal regulations, professional standards, and the ethical principles and core values of the physical therapy profession while providing patient-centered, culturally competent care.
3. Demonstrate the interpersonal communication skills needed to facilitate professional collaboration and deliver culturally sensitive health care.
4. Engage in advocacy and leadership within the profession and the community.
5. Pursue opportunities for professional development as clinical practitioners, educators, researchers, consultants, and administrators.
6. Demonstrate the critical thinking and scholastic inquiry skills needed to inform clinical decision-making.

The proposed DPT program will total 99 semester credit hours over eight semesters. The majority of the clinical hours will be taken in the last three semesters of the program. The program is designed to be completed in three years, which is in alignment with other DPT programs. The DPT curriculum will integrate four major curricular threads: (1) foundations in biology, kinesiology,

and the social sciences; (2) evidence-based practice and research; (3) clinical reasoning; and (4) professionalism. These threads are intentionally woven throughout the program to foster the integration of foundational and applied knowledge.

The proposed implementation date is fall 2028.

Texas A&M International University 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

There is a documented shortage of physical therapists, which is projected to intensify in the next three to five years. Given the nation's aging population and the prevalence of musculoskeletal and other age-related chronic health conditions, there is an increasing demand for physical therapists. Advances in medical technology and shorter hospital stays have resulted in an increased demand for therapists in home health, outpatient, and rehabilitation settings. The aging population also affects the current physical therapist workforce, many of whom will soon reach retirement age, and drives the concomitant market demand. In 2022, the Texas Health Professions Resource Center (THPRC) estimated that within 10 years, 17.1% of the current Texas physical therapist workforce will be over 65 years of age. This represents a 19.0% increase from 2017 and a 56.2% increase from 2012. TAMIU is located in Webb County, which is designated as a **Medically Underserved Area (MUA).** Its **primary care score of 54.3** reflects the region's limited access to essential health services. MUAs and Medically Underserved Populations (MUPs) face critical shortages in primary care providers, elevated poverty rates, high infant mortality, and a large elderly population, all of which are present in Webb County.

According to the U.S. Bureau of Labor Statistics (BLS, 2024), the current shortage of physical therapists is projected to increase by 11% between 2024 and 2034. A survey by the American Physical Therapy Association (APTA, 2022) found that nationwide, outpatient providers of physical therapy services had a vacancy rate of 16%. Physical therapists made up the employee category with the most severe shortages. Regarding the increasing need for physical therapists in Texas, sources project that the need for physical therapists will grow by 22-28% between now and 2030. The BLS (2023) ranked Texas as one of the top five states for employment opportunities for physical therapists. The lack of physical therapists in Texas has an outsized impact on the non-metropolitan and border regions of Texas.

The proposed program will help to meet the increased national, statewide, and regional demand for physical therapy services. The program is tailored to meet the pressing local, state, and national needs for physical therapy. This program addresses that shortage by providing students with essential skills and knowledge to excel in physical therapy. Overall, the proposed program positions graduates as vital contributors to their local community, as well as to the state and nation.

B. Projected Enrollment

The number of students enrolled in the program is expected to reach 36 students in the first year of the program. Starting in year 2, the projections entail an assumption that the annual growth rate for cohorts will be a persistent 36 students based on CAPTE standards – approximately 36 new students every year. Cohort attrition rate is projected to be approximately 4% per year. Lastly, a maximum projected cumulative headcount of 102 students will be reached by year 3 of the program.

C. Existing State Programs

Programs similar to TAMIU's proposed DPT are found at the following institutions: Angelo State University, Baylor University, Hardin-Simmons University, Texas State University, Texas Tech University Health Sciences Center, Texas Women's University, University of Texas at El Paso, University of Texas Health Sciences Center at San Antonio, University of Texas Medical Branch at Galveston, University of Mary Hardin-Baylor, University of North Texas Health Sciences Center, University of St. Augustine for Health Sciences, University of Texas Southwestern Medical Center, Tarleton State University, Texas A&M University-Texarkana, Sam Houston State University, University of Texas Rio Grande Valley, and University of the Incarnate Word. These programs are all similar in curriculum due to CAPTE standards.

II. QUALITY & RESOURCES

A. Faculty

In addition to the program director, eight new core faculty members will be hired to support the DPT, each with a salary of $130,738 and $39,221 in benefits per year (totaling $169,959). There will be approximately a 3% salary and benefit increase per year. The new faculty will be hired in the following sequence: two in fall 2026, two in fall 2027, two in year one of the program (fall 2028), and two in year two of the program (fall 2029). These new hires, along with the existing program director, will result in a total of nine core faculty members for the DPT.

B. Program Administration

The Director of the DPT program will oversee the proposed program, with additional administrative support provided by a mix of new and existing personnel.

C. Other Personnel

A new Coordinator for Program Accreditation and Development will be hired at a salary of $43,909 and $13,173 in benefits per year (totaling $57,082). The coordinator will work collaboratively with program faculty, academic leadership, and institutional offices to coordinate self-study preparation for accreditation. The coordinator will also support program development, assessment, and ongoing accreditation maintenance once initial approval is achieved. The coordinator will report directly to the DPT Director.

An additional administrative associate will be required to provide added support in administration and program assessment. This new position will be hired at a salary of $30,014 and $9,004 in benefits per year (totaling $39,018).

D. Supplies, Materials

Supplies and materials will cost approximately $50,000 for the first five years of the program.

E. Library

Library Resources will cost approximately $150,000 for the first five years of the program.

F. Equipment, Facilities

The program requires new equipment to support research and instruction. The total five-year cost is expected to be $1,042,048.

G. Accreditation

As per CAPTE guidelines, the program will seek accreditation prior to accepting its first graduating cohort. The timeline for seeking accreditation is to submit the paperwork in November of 2027 and finalize the accreditation in spring 2028. The first cohort of students will begin in fall 2028.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$6,542,778		Formula Income	$1,899,568
Clerical/Staff	$510,206		Statutory Tuition	$2,175,276
Supplies & Materials	$50,000		Designated Tuition	$1,525,507
Library & IT Resources	$150,000		*Non-Formula State Funding	$4,000,000
Equipment, Facilities	$1,042,048		Reallocation	$0
Other	$143,095		Other Funding:	$0
Estimated 5-Year Costs	**$8,438,127**		**Estimated 5-Year Revenues**	$9,600,351

*Non-Formula State Appropriated funds awarded through 88th Legislature FY 2024 -2025.

Agenda Item No. 7.17

AGENDA ITEM BRIEFING

Submitted by: Thomas D. Williams, Interim President
Texas A&M University

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Pharmaceutical 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 (Texas A&M) leading to a Bachelor of Science in Pharmaceutical Sciences (B.S. PHSC), 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 primary objective of the proposed B.S. PHSC program is to provide individuals with a meaningful course of study and exceptional training to be successful in various settings, including pharmaceutical and biotechnology industries, healthcare institutions, and research-oriented/non-clinical graduate programs. The proposed program will equip students with a strong foundation in pharmaceutical sciences, emphasizing the application of scientific principles in drug development and the evaluation of health outcomes. Students will develop critical thinking skills that prepare them to analyze information and make informed decisions related to drug formulation, regulatory considerations, patient data, and disease management strategies. In addition, the proposed program will prepare students to effectively communicate drug and health-related information and research data to diverse audiences, including healthcare professionals, regulatory agencies, and the public. The proposed program will be housed in the Irma Lerma Rangel College of Pharmacy (RCOP) and will be delivered at the Texas A&M University Higher Education Center in McAllen and RCOP's location on the campus of Texas A&M University-Kingsville.

A&M System Funding or Other Financial Implications:

To offer the proposed B.S. PHSC program, five new faculty members will be needed in addition to a reallocation of existing faculty. The anticipated new costs over the first five years of the program are $2,294,200. Total anticipated new revenue generated over the first five years is $6,629,782.

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. 7.17

TEXAS A&M UNIVERSITY
Office of the President
February 18, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Pharmaceutical 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 leading to a Bachelor of Science in Pharmaceutical 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,

[SIGNED BY]

Thomas D. Williams
Interim President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University

Bachelor of Science with a major in Pharmaceutical Sciences
(CIP 51.2010.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Irma Lerma Rangel College of Pharmacy

The proposed 120 semester credit hour (SCH) Bachelor of Science in Pharmaceutical Sciences (B.S. PHSC) will be in the Irma Lerma Rangel College of Pharmacy (RCOP). The proposed B.S. PHSC will provide a meaningful and essential course of study and training for undergraduate students seeking a career in a variety of healthcare-related or pharmaceutical product development settings or continued studies in a professional program or research-oriented/non-clinical graduate program.

The proposed B.S. PHSC curriculum will consist of a set of foundational courses that students will complete before progressing to advanced coursework in various areas of pharmaceutical sciences including drug discovery, pharmacology and toxicology, formulation and product development, quality assurance, regulatory compliance, and ethical considerations. The proposed B.S. PHSC will offer two tracks: Drug Development (B.S. PHSC-DDV) and Health Professional (B.S. PHSC-HPR). The B.S. PHSC-DDV track will focus on development of pharmaceutical products by quality-by-design and process analytical technologies. Students will gain knowledge in drug development from a regulatory standpoint, giving them the ability to convert basic discoveries into actual dosage forms of different types. The B.S. PHSC-HPR track will focus on the professional pharmacy arena. Students will be able to complete all the prerequisites for the Doctor of Pharmacy (PharmD) degree and many of the prerequisites for other health professional programs, including dentistry, medicine, public health, and veterinary medicine.

Admitted students will complete their core curriculum requirements at the Texas A&M University Higher Education Center at McAllen (HECM) campus in their freshman and sophomore years. Students will complete the required and prescribed elective pharmaceutical sciences courses in their junior and senior years at either the RCOP's location on the Texas A&M University-Kingsville (Texas A&M-Kingsville) campus or at the HECM. Classrooms between the two campuses will be connected through live (synchronous) video-conferencing technology with instructors present at both locations, thus allowing students to enroll in courses at either location.

The proposed B.S. PHSC-DDV track includes 42 SCH to fulfill the university-required core curriculum, 46 SCH of required major courses, 16 SCH of prescribed electives, and 16 SCH of supporting courses. The proposed B.S. PHSC-HPR track includes 42 SCH university-required core curriculum, 44 SCH of required major courses, 11 SCH of prescribed electives, and 23 SCH of supporting courses.

The proposed implementation date is fall 2026.

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

The state of the pharmaceutical industry has changed significantly with respect to pharmaceutical product development and manufacturing sciences. Areas such as quality by design, process analytical technologies, nanomedicine, and continuous manufacturing require a broad-based education in basic and applied sciences. The proposed B.S. PHSC program will prepare students for this new paradigm in the industry, provide employment opportunities directly upon graduating, and produce a human resource pool with a unique skillset and knowledge. That is, graduates of the proposed program will possess an undergraduate degree that propels them into one of the three trajectories upon graduating:

- A career in the pharmaceutical industry, government agencies, healthcare insurance companies, or contract research organizations – all sectors that require human resources that can implement and regulate emerging technologies efficiently and rapidly.

- Continued studies at the graduate level, thereby augmenting the available workforce in academia, industry, including biotechnology companies, and government. The Ph.D. in Pharmaceutical Sciences program at the RCOP, offered at Texas A&M-Kingsville and Texas A&M's main campus, should be an attractive option for the B.S. PHSC graduates.

- Graduates of the B.S. PHSC-HPR track can also further their education in a health-related professional program, in particular training to become a pharmacist (with a PharmD). They may also pursue degrees in dentistry, medicine, or veterinary medicine – professional programs all offered by Texas A&M (upon taking some additional courses to complete pre-requisites).

There is a continuing demand in Texas, and nationwide, for appropriately trained personnel in pharmaceutical and biotechnology industries with a background in manufacturing, research and development, quality control, and regulatory affairs. The proposed program can create a workforce that will meet this need and demand. Of note, the workforce developed by this program can also play an important role in re-establishing the United States' capacity to produce and manufacture medications, including generics that have been outsourced to China and other countries.

B. Projected Enrollment

The university is committed to pausing undergraduate enrollment growth on the Texas A&M College Station campus to right-size Texas A&M to better support the student experience. The proposed program will be offered across two campuses (HECM and Texas A&M-Kingsville) where one priority is growth. The following table shows the estimated

cumulative headcount (based on new enrollment to the university) for the first five years of the program.

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	**25**	**35**	**50**	**50**	**50**
Attrition	0	**2**	**3**	**5**	**5**
Cumulative Headcount	**25**	**58**	**105**	**150**	**172**
Graduates				23	32

The proposed B.S. PHSC intends to admit up to 25 students combined across the two campuses in the inaugural class. This number will increase to 35 the following year and then to 50 students as the targeted cohort of entering students. The enrollment is expected to stabilize at 172 students by year five. No existing program at Texas A&M will be phased out due to establishing this proposed program.

C. Existing State Programs

Currently, no institution of higher education in Texas awards a B.S. in Pharmaceutical Sciences degree. There are 32 such programs in the nation. This proposed B.S. PHSC will be the first in Texas.

II. QUALITY & RESOURCES

A. Faculty

During the first five years, the program will require five additional faculty members to support the proposed program. These five new instructional assistant professors will join 13 faculty already in the RCOP. The resulting 6.28 FTE will be dedicated specifically to the delivery of the proposed program, representing an acceptable student-to-faculty ratio of 27:1 by the fifth year of the program.

B. Program Administration

Dr. Mohammad Nutan, Associate Professor of Pharmaceutical Sciences and Director of Program Development in the RCOP, will serve as the program coordinator/administrator for the proposed B.S. PHSC.

C. Other Personnel

One new staff position and one reallocated staff position will be filled for the program in the first year. A program coordinator will work on student recruitment and admissions, coordinate with faculty and staff to ensure smooth program operation and growth, and act as a central point of contact for students and faculty. The person will also maintain program records and data and contribute to marketing the program.

An academic advisor will guide students on course selection, academic planning, and degree requirements to help them achieve their educational and career goals. The advisor will monitor student progress, connect students with campus resources like tutoring or counseling, and help them understand and navigate institutional policies. The advisor will

also provide mentorship, serve as a point of contact for support, and play a role in student retention and success within the institution.

Five new teaching assistantships will begin in the third year of the program.

D. Supplies, Materials

No additional supplies or materials are required to support the proposed B.S. PHSC.

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

The program has budgeted $550,000 toward developing a pharmaceutical analysis laboratory at each location (HECM and Texas A&M-Kingsville) including instruments and supplies.

G. Accreditation

There is no specific accreditation process or accrediting agency or organization at the undergraduate level.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			**SOURCES OF FUNDING**	
Faculty	$1,217,700		Formula Income	$754,255
Program Administration	$0		Statutory Tuition	$345,000
Graduate Assistants	$234,000		Designated Tuition	$3,846,657
Supplies & Materials	$0		Student Fees	$1,683,870
Library & IT Resources	$0			
Equipment, Facilities	$550,000			
Staff	$292,500			
Other (Student Support, Travel, Recruitment, Accreditation)	$0			
Estimated New 5-Year Costs	**$2,294,200**		**Estimated 5-Year Revenues**	**$6,629,782**

Agenda Item No. 7.18

AGENDA ITEM BRIEFING

Submitted by: Thomas D. Williams, Interim President
Texas A&M University

Subject: Approval of a New Master of Science Degree Program with a Major in Sport Business Analytics 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 Master of Science in Sport Business Analytics (M.S. SPBA), 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. SPBA program will be housed in the Mays Business School. The proposed program will be a 36-semester credit hour degree that prepares students to meet the growing demand for data-driven decision makers in the sport industry. Grounded in business fundamentals and cutting-edge analytical techniques, the program will equip students with the skills to collect, manage, analyze, interpret, and apply data across both performance and business analytics streams. Specifically, using analytics to enhance areas such as player performance and development, team strategy, personnel management, ticketing, sponsorships, and fan engagement will be the focus of the program. The curriculum will emphasize quantitative analysis, data visualization, predictive modeling, and the use of industry-standard tools and software.

Graduates of the proposed M.S. SPBA program will be prepared for careers in sport organizations, media companies, athletic departments, and analytics firms, where they will utilize data to inform strategy and drive performance. With strong ties to professional and collegiate athletics, as well as access to high-level experiential learning opportunities, students will gain real-world experience that positions them for immediate impact in roles such as data analyst, business intelligence coordinator, or performance specialist.

A&M System Funding or Other Financial Implications:

One new faculty member, in addition to 12 current faculty taking on additional responsibilities, and three new staff will be needed to support the proposed program. The anticipated new costs over the first five years for the M.S. SPBA are $7,983,106. Total anticipated new revenue generated over the first five years is $12,755,383.

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. 7.18

TEXAS A&M UNIVERSITY
Office of the President
February 18, 2026

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 Business Analytics 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 Master of Science in Sport Business Analytics.**
>
> **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,

[SIGNED BY]

Thomas D. Williams
Interim President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nicole B. Bunker
General Counsel

Texas A&M University

Master of Science with a major in Sport Business Analytics
(CIP 30.7102.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Mays Business School

The proposed 36-semester credit hour (SCH) Master of Science in Sport Business Analytics (M.S. SPBA) at Mays Business School (MAYS) will prepare students to meet the growing demand for data-driven decision makers in the sport industry. Grounded in business fundamentals and cutting-edge analytical techniques, the program will equip students with the skills to collect, manage, analyze, interpret, and apply data across both performance and business analytics streams.

Target student markets for the face-to-face program and flex online program (working professionals who already possess undergraduate degrees) suggest a clear and ongoing need for a master's level offering. The ability to combine an undergraduate degree in another discipline, such as Sport Management, various undergraduate degrees in business (e.g., Bachelor of Business Administration or Bachelor of Science in Business), kinesiology, or statistics, with a focused graduate degree in SPBA will make graduates highly competitive in both traditional and emerging areas of the sport industry.

This proposed program represents an important strategic collaboration between MAYS and the Sport Management program in the College of Education and Human Development (CEHD). The goal is to create a unique and exciting graduate degree program that crosses disciplinary boundaries and leverages the strengths of both colleges. The program will draw on two core areas of faculty expertise at Texas A&M University (Texas A&M) – Sport Management within the CEHD and Business Analytics within MAYS. Faculty from both colleges will collaborate to deliver the curriculum. Sport Management faculty will provide foundational content to ensure students understand the context of sport organizations and management (6-9 SCH). MAYS faculty will deliver business analytics content tailored to applications in the sport business and industry. Students will gain a powerful, interdisciplinary education that builds the analytical skills needed to excel in the sport industry.

The proposed M.S. SPBA program will prepare students to:

- demonstrate the ability to collect, manage, analyze, and interpret complex sport-related data using industry-standard tools and software, applying quantitative analysis, predictive modeling, and data visualization techniques to inform strategic decisions in areas such as player performance, team strategy, and business operations;
- integrate business fundamentals with performance analytics to develop actionable strategies that enhance organization outcomes, including personnel management, ticketing, sponsorships, and fan engagement, within sport organizations and related industries; and
- apply analytical and strategic skills in real-world sport business contexts through high-level experiential learning opportunities, enabling them to deliver immediate, data-driven impact in professional roles such as data analyst, business intelligence coordinator, or player performance specialist.

Students enrolled in the proposed M.S. SPBA face-to-face program will complete 24 SCH of required courses, 6 SCH of prescribed electives, and 6 SCH of an internship. Students enrolled in the proposed M.S. SPBA flex online program will complete 30 SCH of required courses and 6 SCH of an internship.

The proposed implementation date is fall 2026.

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

The demand for professionals skilled in sport analytics is growing rapidly worldwide. According to Statista & PricewaterhouseCoopers, the global sport industry is expected to exceed $620 billion by 2027. In the U.S. alone, it was valued at over $500 billion in 2023, encompassing media rights, sponsorships, merchandising, ticket sales, and sport gambling. As the industry continues to expand and evolve, programs emphasizing data, strategy, and business leadership are increasingly vital.

Careers in sport management, analytics, marketing, and business operations are projected to grow faster than average over the next decade (U.S. Bureau of Labor Statistics). Roles such as sport marketing analysts, operations managers, sponsorship specialists, and data analysts are increasingly in demand, particularly due to the rise of sport technology, fan engagement analytics**,** and performance optimization.

In Texas, demand for graduates will be fueled by the state's thriving sport industry and the increasing reliance on data-driven decision making. Texas hosts 12 professional major league teams, 25 Division I college programs, and expansive high school sport networks. Cities such as Dallas-Fort Worth, Houston, and Austin are emerging as centers for sport innovation, analytics, and business operations. Major upcoming events – including the NCAA Men's Basketball Final Four, College Football Playoff, and World Cup 2026 – will further boost economic activity and job opportunities in the state.

Major metropolitan areas like Dallas-Fort Worth, Houston, and Austin are experiencing a surge in job opportunities related to sport analytics, including roles such as data analysts, performance analysts, and business intelligence specialists. This growing demand highlights a workforce gap in Texas for professionals trained at the intersection of sport and data analytics. The demand also creates opportunities for graduates of general sport management programs who pursue business-focused sport analytics programs to develop the specific business and analytics skills employers seek. This collaboration between Sport Management and MAYS will allow Texas A&M to become a global leader in this space, as no other identifiable sport business analytics program currently exists in public institutions in Texas. The proposed M.S. SPBA program at Texas A&M will equip students with the necessary skills to analyze and interpret complex data within the sport industry. Graduates will be prepared to fill roles that require expertise in data analysis, statistical

modeling, predictive and strategic decision-making, thereby contributing to the state's economic growth and meeting the evolving needs of the sport sector.

B. Projected Enrollment

Projected enrollment in the program is expected to grow over the first five years, reaching a steady state total enrollment of 136 in year 5. The one-year face-to-face program is anticipated to enroll 50 new students each year by year 5. Based on experience with face-to-face one-year master's programs, little (if any) attrition is anticipated. For the two-year flex online version, 50 new students are expected each year by year 5. Little (if any) attrition is anticipated for the online program. Thus, by the fifth year, a steady state of 88 students in the flex online program is expected.

The face-to-face program will likely be largely in-state students. Based on other flex online programs, a 10% out-of-state enrollment is assumed, although the unique nature of this program may result in higher or lower levels of out-of-state enrollment.

Face-to-Face

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	**25**	**25**	**40**	**40**	**50**
Attrition	2	2	2	2	2
Cumulative Headcount	**23**	**23**	**38**	**38**	**48**
Graduates	23	23	38	38	48

Flex Online

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	**25**	**25**	**40**	**40**	**50**
Attrition		2	2	2	2
Cumulative Headcount	**25**	**48**	**63**	**78**	**88**
Graduates		23	23	25	38

C. Existing State Programs

There are 18 programs in Texas, offered by 10 institutions, that share the same CIP Code (30.7102.00, Business Analytics). Importantly, none of these programs contain the word "sport" or "sports." These 18 programs are all analytics programs, but they do not overlap with the proposed program's focus on sport business analytics.

II. QUALITY & RESOURCES

A. Faculty

Twelve current faculty members and one new faculty member will support the proposed M.S. SPBA. The resulting 7.60 FTE dedicated specifically to the delivery of the proposed program will represent an acceptable student-to-faculty ratio for a graduate program of 19:1 by the fifth year of the program. Current faculty in MAYS will support this program in addition to their current responsibilities and will be paid an overload rather than reallocating their efforts.

B. Program Administration

Dr. Gregg Bennett, Professor, will serve as the program coordinator/administrator for the proposed M.S. SPBA.

C. Other Personnel

Three new staff (Assistant Director, Administrative Assistant, and Associate Director – Care Management) will be required to support the program. The proposed program will have three graduate assistantships per year.

D. Supplies, Materials

The program has budgeted $2,361,955 over the first five years for program marketing costs, career management support for students, supplies, materials, and computers.

E. Library

The proposed program will not require additional library resources as current library holdings in the Texas A&M Libraries include all the required materials needed to support the proposed program. The program has budgeted $1,717,505 for Institutional Design Services, which supports faculty in the design, training/development, and delivery of a full course or review and revision of existing courses.

F. Equipment, Facilities

No additional equipment or facilities are required to support the proposed program.

G. Accreditation

The proposed M.S. SPBA will seek accreditation from the Association to Advance Collegiate Schools of Business. The proposed program will be included in the next review scheduled to occur during academic year 2028-29.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty (new and overload)	$2,867,121		Formula Income	$727,111
Program Administration	$0		Statutory Tuition	$275,400
Teaching Assistantships	$360,000		Designated Tuition	$2,578,979
Supplies & Materials	$2,361,955		Student Fees	$8,578,093
Library & IT Resources	$1,717,505		Board Authorized Tuition	$595,800
Equipment, Facilities	$0			
Staff	$676,525			
Estimated New 5-Year Costs	**$7,983,106**		**Estimated 5-Year Revenues**	**$12,755,383**

Agenda Item No. 7.19

AGENDA ITEM BRIEFING

Submitted by: Thomas D. Williams, Interim 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 million in the aggregate, during fiscal year 2027 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.

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. 7.19

TEXAS A&M UNIVERSITY
Office of the President
March 19, 2026

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 2027."**

Respectfully submitted,

[SIGNED BY]

Thomas D. Williams
Interim President

Submission Recommended:

[SIGNED BY]

Indra K. Reddy, Ph.D.
Interim Vice President and Chief Operating Officer
Texas A&M University Health Science Center

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency

[SIGNED BY]

Nichole B. Bunker
General Counsel

Agenda Item No. 7.21

AGENDA ITEM BRIEFING

Submitted by: Thomas D. Williams, Interim President
Texas A&M University

Subject: Appointment of Dr. Tim R. Turner and Dr. Peter Wunderlich to Serve on the Rural Veterinary Incentive Program Committee

Proposed Board Action:

Appoint Dr. Tim R. Turner and Dr. Peter Wunderlich to serve on the Rural Veterinary Incentive Program Committee.

Background Information:

The Rural Veterinary Incentive Program (RVIP) was established by the Texas Legislature in 1999 to encourage veterinarians to practice in rural areas in Texas by providing financial support toward their student loans in exchange for practicing in rural areas across the state. However, the program was not funded and, as a result, did not have any participants. During the 87th Legislative Session, the Legislature updated the enabling statutes to address the rural veterinarian shortage, including establishing parameters for eligibility to participate in the program, establishing a RVIP account to be administered by the Texas Higher Education Coordinating Board, and allowing for additional methods of funding of the account. The RVIP will receive $5 million in funding from the legislature during the next biennium.

The RVIP is administered by the Texas Animal Health Commission (TAHC) in accordance with rules adopted by the RVIP Committee. The membership of the committee consists of: the executive director, or designee, of the TAHC; the executive director, or designee, of the State Board of Veterinary Medical Examiners; the dean, or designee, of each accredited college of veterinary medicine located in Texas; a veterinarian with a mixed animal practice and a veterinarian with a large animal practice representing each university system located in Texas with an accredited college of veterinary medicine, appointed by the respective board of regents; and a practitioner of veterinary medicine who serves as a commissioner of TAHC, appointed by the chair of the TAHC.

The College of Veterinary Medicine and Biomedical Sciences at Texas A&M University (Texas A&M) is accredited and recommends the appointment of Dr. Tim R. Turner, ’74, ’77 and Dr. Peter Wunderlich, ’07 to serve on the RVIP Committee on behalf of The Texas A&M University System (A&M System).

Dr. Tim Turner lives on his ranch in San Angelo, Texas. Dr. Turner is a visionary veterinarian, innovative entrepreneur, and passionate advocate for rural veterinary medicine. A leader in his field, Dr. Turner has dedicated his life to advancing the livestock industry, mentoring young professionals, and serving his community. Inspired by his father’s veterinary career, Dr. Turner pursued the same profession at Texas A&M, earning a bachelor’s degree in finance in 1974, a bachelor’s degree in veterinary science in 1976, and a Doctor of Veterinary Medicine (DVM)

degree in 1977. After completing his studies, Dr. Turner returned to his family ranch, combining his education and entrepreneurial spirit to address gaps in the livestock industry. In 1980, he purchased Southwestern Livestock Mineral Co., a company that develops custom mineral supplements that have revolutionized livestock nutrition. Dr. Turner's leadership goes beyond his entrepreneurial success. He has held pivotal roles in organizations such as the Texas Sheep and Goat Raisers' Association, the Texas Veterinary Medical Association, and the Texas and Southwestern Cattle Raisers Association, through which he tackled industry challenges and advocated for agricultural communities. Dr. Turner was recognized as an outstanding alumnus of the College of Veterinary Medicine & Biomedical Sciences in 2025.

Dr. Peter Wunderlich co-owns and operates the Washington Animal Clinic at 2100 Highway 36 North in Brenham, Texas, along with his father, Dr. Terry Wunderlich. Dr. Peter Wunderlich is a mixed practice veterinarian with a professional focus on food animal medicine, surgery, and consultation. In 2022, Dr. Wunderlich was named as the Food Animal Practitioner of the Year by the Texas Veterinary Medical Association, of which he is also a professional member. Dr. Wunderlich is a graduate of Brenham High School and received his DVM degree in 2007 from the Texas A&M College of Veterinary Medicine & Biomedical Sciences. Dr. Wunderlich is also involved in the Southwest Veterinary Symposium, which provides continuing education to other veterinarians.

A&M System Funding or Other Financial Implications:

None.

Strategic Plan Imperative(s) this Item Advances:

Approval of this agenda item will advance A&M System strategic imperative numbers 2 and 5. More specifically, the appointment of Dr. Turner and Dr. Wunderlich to the RVIP Committee will further the mission of the RVIP, which in turn will offer financial assistance to students pursuing a DVM degree at Texas A&M and provide incentive to students to work in rural areas of the state of Texas, where there is a shortage of veterinary medical care.

Agenda Item No. 7.21

TEXAS A&M UNIVERSITY
Office of the President
April 1, 2026

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

Subject: Appointment of Dr. Tim Turner and Dr. Peter Wunderlich to Serve on the Rural Veterinary Incentive Program Committee

I recommend the adoption of the following minute order:

"The Board of Regents of The Texas A&M University System appoints Dr. Tim Turner and Dr. Peter Wunderlich to serve on the Rural Veterinary Incentive Program Committee."

Respectfully submitted,

[SIGNED BY]

Thomas D. Williams
Interim President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Agenda Item No. 7.26

AGENDA ITEM BRIEFING

Submitted by: Richard M. Rhodes, President
Texas A&M University-Central Texas

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-Central Texas

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M University-Central Texas (A&M-Central Texas).

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 A&M-Central Texas, the application is submitted with the support of the academic department, college dean, university faculty development leave committee (elected by the general faculty), provost and executive vice president for academic and student affairs, and president

As shown in the exhibit, A&M-Central Texas requests approval for faculty development leave for three faculty members for FY 2027.

A&M-Central Texas 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 members' teaching loads by adjusting course offerings for the next academic year.

Strategic Plan Imperative(s) this Item Advances:

The Texas A&M University System Strategic Imperative Four: The A&M System will increase its prominence by building a robust and targeted research portfolio. Providing faculty development leave opportunities further supports A&M-Central Texas' Strategic Imperative One (Academic Excellence) by providing a research infrastructure that supports the growth of applied research, creative activities, and scholarship. Awarding faculty development leave will assist the university in building its research portfolio and provide three professors the opportunity to build on existing research and enhance classroom instruction.

Agenda Item No. 7.26

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
Office of the President
February 23, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027
Texas A&M University-Central Texas

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 members as shown in the attached exhibit, Faculty Development Leave List FY 2027, Texas A&M University-Central Texas."**

Respectfully submitted,

[SIGNED BY]

Richard M. Rhodes
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
Board General Counsel

ITEM 7.26
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M UNIVERSITY-CENTRAL TEXAS

Name/ Title/ Department	Years of A&M-Central Texas Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF ARTS AND SCIENCES			
John Koehler Associate Professor Social Sciences	7	Spring 2027	Dr. John Koehler's leave will take place in Tulsa, Oklahoma and Central Texas. He will advance his scholarly research, refine newly developed graduate courses in the Master of Public Administration (MPA) program, and further integrate professional engagement into his teaching. His agenda includes producing one to two journal manuscripts—supported in part by archival research at the Bob Dylan Center—presenting his work at major disciplinary conferences, and strengthening course design for the MPA curriculum after its initial launch. These activities align with institutional goals by deepening his research contributions in political institutions and ideology, enriching graduate and undergraduate instruction, and supporting continued professional development.
COLLEGE OF BUSINESS ADMINISTRATION			
Khaldoon Dhou Associate Professor Computer Information Systems	6	Fall 2026 & Spring 2027	Dr. Khaldoon Dhou's leave will take place in Central Texas as he completes a scholarly book titled *Agentic AI – The Supercharged Intelligent Highway*, co-authored with Dr. Cindy Gordon. The project focuses on the design, behavior, and governance of emerging agentic artificial intelligence systems, integrating technical research with real-world applications. During the leave period, Dr. Dhou will conduct focused research, draft eleven chapters, and prepare a full manuscript for submission to an academic publisher. The work is expected to enhance TAMUCT's academic profile in artificial intelligence, support future research collaborations, and provide new case

			studies and instructional materials that strengthen teaching and curriculum development in related fields.
Ankita Singhvi Assistant Professor Accounting & Finance	6	Fall 2026	Dr. Ankita Singhvi's leave will take place in Central Texas as she completes three major scholarly projects: (1) manuscripts derived from three approved IRB studies on service-learning and data analytics pedagogy, (2) a bibliometric analysis examining the role of artificial intelligence in accounting scholarship and curriculum development, and (3) the development of a preliminary edition of a data analytics textbook currently under contract with Cognella. The leave will provide focused time for data analysis, manuscript preparation, and chapter development, producing outcomes that advance the university's goals in academic excellence, transformational learning, and research innovation. These projects will strengthen experiential learning in ACCT 3301, enrich teaching materials across the curriculum, and contribute to the university's scholarly reputation through publications and instructional resources aligned with institutional priorities.

Agenda Item No. 7.27

AGENDA ITEM BRIEFING

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

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-Corpus Christi (A&M-Corpus Christi) and authorize notification of the amendment to the Texas Higher Education Coordinating Board.

Background Information:

In accordance with 19 Texas Administrative Code §5.24, Submission of Mission Statements and Planning Notification and System Policy *03.02, Academic Mission Statements and Program Inventory*, changes to an institution's mission statement require approval by the Board of Regents. A&M-Corpus Christi changed its mission to clarify the university's status as it relates to its mission and ensure continued compliance with state and federal law.

A&M System Funding or Other Financial Implications:

There are no funding implications for this request.

Strategic Plan Imperative(s) this Item Advances:

The proposed mission aligns with A&M-Corpus Christi's current strategic plan, *The Islander Impact 2030*, and The Texas A&M University System's (A&M System) Strategic Plan. It specifically advances the A&M System's Strategic Imperatives 2, 3, 4, and 5, reinforcing the university's commitment to institutional priorities and system-wide goals.

Agenda Item No. 7.27

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Office of the President
February 20, 2026

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-Corpus Christi as shown in the attached exhibit. The Board also authorizes notification of Texas A&M University-Corpus Christi's amended mission statement to the Texas Higher Education Coordinating Board."**

Respectfully submitted,

[SIGNED BY]

Kelly M. Miller
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]
James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
System General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
Board General Counsel

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Amended Mission Statement

(REVISED – WITHOUT ANNOTATIONS)

MISSION STATEMENT

Texas A&M University-Corpus Christi is a premier institution of higher education, federally recognized as a Hispanic and Minority Serving Institution, dedicated to providing an unparalleled commitment to student success, developing professionals and engaged leaders, and providing intellectual capital through research, creative activity, and innovation for South Texas, the Gulf, and beyond.

Amended Mission Statement
(REVISED -- ANNOTATED)

Texas A&M University-Corpus Christi is a premier institution of higher education, federally recognized as a Hispanic and Minority Serving Institution, dedicated to providing an unparalleled commitment to student success, developing professionals and engaged leaders~~, closing achievement gaps as a Hispanic- and Minority-Serving Institution~~, and providing intellectual capital through research, creative activity, and innovation for South Texas, the Gulf ~~of Mexico~~, and beyond.

EXISTING MISSION STATEMENT

INSTITUTION: Texas A&M University-Corpus Christi
Texas A&M University-Corpus Christi is a premier institution of higher education, dedicated to providing an unparalleled commitment to student success, developing professionals and engaged leaders, closing achievement gaps as a Hispanic- and Minority-Serving Institution, and providing intellectual capital through research, creative activity, and innovation for South Texas, the Gulf of Mexico, and beyond.

Agenda Item No. 7.28

AGENDA ITEM BRIEFING

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

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-Corpus Christi

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M University-Corpus Christi (A&M-Corpus Christi).

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 A&M-Corpus Christi, the application is submitted with support of the academic department, college dean, university development leave committee (elected by the general faculty), provost and vice president for academic affairs, and president.

As shown in the exhibit, A&M-Corpus Christi requests approval for faculty development leave for 13 faculty members for FY 2027.

A&M-Corpus Christi 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 members' teaching loads by adjusting course offerings for the next academic year.

Strategic Plan Imperative(s) this Item Advances:

The granting of Faculty Development Leave allows for the promotion of the fourth imperative, increasing prominence by building a robust and targeted research portfolio.

Agenda Item No. 7.28

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Office of the President
February 24, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
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 *31.03,* System Regulation *12.99.01,* and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the attached exhibit, Faculty Development Leave List FY 2027, Texas A&M University-Corpus Christi."**

Respectfully submitted,

[SIGNED BY]

Kelly M. Miller
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
System General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
Board General Counsel

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M UNIVERSITY-CORPUS CHRISTI

Name/ Title/ Department	Years of A&M-Corpus Christi Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF BUSINESS			
Hsiao-Tang Hsu Associate Professor Accounting, Finance, and Business Law	7	Spring 2027	Dr. Hsu's leave will be spent on a series of projects focusing on the roles of international institutions in financial reporting and their economic consequences. This research will help policymakers determine the benefit of the Public Company Audit Oversight Board (PCAOB), whether PCAOB international inspection or similar programs should be maintained, and/or learn how to collaborate with foreign governments and audit oversight bodies in the future. Dr. Hsu's leave will be spent in Texas with a one-to-two-week trip to the City University of London and the University of Glasgow (offer letters secured), where the project will be presented, comments will be collected, and collaborations will be built to strengthen the international reputation of A&M-Corpus Christi. Dr. Hsu will augment teaching at A&M-Corpus Christi through student exposure to international perspectives.
Yu-Shan Huang Associate Professor Management and Marketing	5	Spring 2027	Dr. Huang's leave will be utilized to conduct two projects and write manuscripts that explore: 1) customer intentions to use chatbot services based on appearance and communication styles, and 2) customer responses to chatbot service failure recovery. The data will assess how chatbot services shape customer journeys and will enhance understanding of how to incorporate artificial intelligence (AI) into frontline customer encounters. The project advances knowledge by considering how the visual and verbal anthropomorphism designs of chatbots collectively influence customers. Research findings will be incorporated into lectures to augment student career readiness by managing frontline customer

			encounters that involve AI. Dr. Huang's leave will primarily be spent in Houston, TX, with four weeks of collaboration at the Institute of Service Science at National Tsing Hua University in Taiwan (offer letter secured).
Dimitrios Koutmos Associate Professor Accounting, Finance, and Business Law	5	Fall 2026	Dr. Koutmos' leave focuses on three objectives: 1) building novel (machine learning) models to explore the risk-return features of digital assets like cryptocurrencies, 2) conceptually and empirically exploring the strengths, weaknesses, opportunities, and threats posed by blockchain, and 3) identifying the regulatory issues associated with the sudden growth of fintech. The projects will benefit society through the development of quantitative risk management tools that can be deployed to forecast systemic financial risks. Dr. Koutmos' leave will be spent collecting data and writing a manuscript in addition to presenting it at research conferences. A&M-Corpus Christi students will benefit from incorporation of the project findings into lectures and professional workshops that will enhance career marketability and readiness. Dr. Koutmos' leave will be spent within the USA at collaborator institutions such as Oklahoma State University and The University of Texas at Austin.
Daqun Zhang Associate Professor Accounting, Finance, and Business Law	9	Fall 2026	Dr. Zhang's leave will be used to prepare three manuscripts for publication focused on: 1) managerial incentives and corporate political activity, 2) retail deregulation and cost reduction, and 3) demand predictability and strategic cost management. The research will contribute to accounting literature and could have social and economic impacts on the regulation of corporate lobbying activities and the governance of the U.S. electricity industry. A&M-Corpus Christi students will benefit from the incorporation of research materials into the curriculum. The leave will include time at The University of Texas at San Antonio and collaborations with researchers at California State University and Utah State University.
COLLEGE OF LIBERAL ARTS			
Shannon Fitzsimmons-Doolan Professor English	11	Fall 2026	Dr. Fitzsimmons-Doolan's leave will be spent in Corpus Christi and has dual objectives: 1) conducting a systematic literature review about interdisciplinary applied corpus linguistics, and 2) forming an interdisciplinary applied corpus linguistics community of scholars. The project will address the knowledge gap in the mount, scope, and nature of interdisciplinary applied corpus linguistics. Project outcomes include one journal manuscript and one conference colloquium proposal from the to-be-formed community of scholars. The project will strengthen interdepartmental collaborations, promote research opportunities for

			students, and offer new technical analysis projects for students in the English MA program.
Mark Hartlaub Professor Psychology and Sociology	26	Fall 2026	Dr. Hartlaub's leave will be devoted to completing three projects: 1) revising an article about compliance tactics applied to high school and college teaching students in the classroom that will be of utility to educators, 2) analyzing data from Indian and American students on life goals that underscores international collaboration, and 3) analyzing data and writing a manuscript about adults' perceptions of prayer that fills a knowledge gap. The applicant will remain in Corpus Christi to complete these tasks. Three manuscripts are anticipated to be produced or finalized during the faculty development leave (FDL) in addition to attendance of three conferences. The FDL will aid in content development for A&M-Corpus Christi courses and assist the applicant in reinvigorating a dormant research agenda due to a former heavy administrative workload. The data has already been collected for the three projects, with some partially analyzed, indicating a realistic timeline for the proposed goals.
Yndalecio Hinojosa Associate Professor English	10	Fall 2026	Dr. Hinojosa's leave will be spent gathering 10-12 oral narratives from relatives and drafting the corresponding individual portraitures of lived experiences for an autoethnographic memoir monograph entitled Portraits on the Border/ Retratos en la Frontera. The monograph will interconnect themes of identity, violence, and perseverance with literacy. This creative activity will add Mexican American settler voices and representation to the local imaginary of those who inhabited the Coastal Bend and South Texas region. Archival research activities will be conducted across Texas (e.g., Briscoe Center for American History at The University of Texas at Austin). In addition to supporting pedagogy advancements in South Texas Hispanic Serving Institutions, A&M-Corpus Christi graduate and undergraduate students will benefit from incorporation of the research procedures and outcomes into course materials.
Kevin Kearns Associate Professor Social Sciences	8	Fall 2026	Dr. Kearn's leave will be spent in Corpus Christi to finish writing a full-length political science book entitled *John Locke's Paraphrase*. The book will qualitatively assess the text of philosopher John Locke's (1705) work, *Paraphrase*. The book will be geared for scholarly and non-scholarly audiences and will focus on contemporary discordance between religion and politics while integrating interdisciplinary aspects of history, literature, philosophy, and theology. Dr. Kearn's leave will be spent editing various chapters of the book. Parts of the book will be used in

			lectures and lesson plans for multiple Political Science courses at A&M-Corpus Christi. In addressing the link between the principles of modern liberalism and American Founding, this book project may be of interest to elected officials, public policy scholars, and public servants.
SCHOOL OF ARTS, MEDIA, & COMMUNICATION			
Susan de Ghizé Professor Music	9	Spring 2027	Dr. de Ghizé's leave has dual objectives: 1) completing Volume IV (the Art of Part Writing) of an Open Education Resource (OER) textbook on music theory, *Steps to Music Theory*, and 2) developing companion workbooks for Volumes I-III. Few textbooks provide in-depth explanations of part writing. Volume IV will fill this pedagogical gap with three detailed chapters. First drafts of the chapters have been written but require devoted time to writing and finding musical examples, digitizing the chapters, linking musical performance examples, and producing instructional videos for practice exercises. The applicant will remain in Corpus Christi to complete these tasks and utilize A&M-Corpus Christi's Gloria Furgason I-Create Makerspace, located in the university's Mary and Jeff Bell Library. The success of Volumes I and II and the cost-savings to A&M-Corpus Christi students, music theory educators, and students globally through using OERs are noteworthy.
Andrea Hempstead Associate Professor Art & Design	7	Fall 2026	Dr. Hempstead's leave has two objectives: 1) designing and creating five posters about female voices and perspectives for entry into national and international group exhibitions, and 2) illustrating a prototype of an immersive children's pop-up book with sounds, *Corpus Christi Carnival*, which will educate readers about major festivals and attractions in Corpus Christi. The prototype will be used to secure funding for publication of the book, which will serve as an educational tool regionally. The applicant will divide her leave between Corpus Christi and travelling to New York to visit Cooper Hewitt Smithsonian Design Museum Library, The Society of Illustrators, The Museum of Modern Art, and the Poster House, where she will expand her knowledge of the creation of pop-up books with moveable elements and activist poster design. The projects emphasize shared experiences to promote education and foster a more empathetic and connected society. Design elements will be incorporated into A&M-Corpus Christi course curriculum.

Sining Kong Associate Professor Communication & Media	6	Fall 2026	Dr. Kong will spend her leave in Corpus Christi collecting and analyzing data from 300 participants and writing a manuscript. The research will examine whether co-created Artificial Intelligence (AI) generated images or exclusively AI-generated images of waterbirds are more effective at increasing Gen Z's conservation attitudes towards waterbirds. The interdisciplinary project will creatively integrate AI technology, wildlife conservation, media, and strategic communication studies. The project supports intra- and interdepartmental collaboration and benefits the Texas Coastal Bend community through enhanced biodiversity.
Ryan O'Malley Professor Art & Design	15	Fall 2026 and Spring 2027	Mr. O'Malley's year-long leave will be focused on advancing the applicant's skills in Printmaking. The creative activity will focus on traditional stone lithography history, process and creative publication, and publishing color-reduction woodblock prints. Mr. O'Malley's leave will be spent in several domestic and international locations. In Lithograph City, Iowa, the applicant will search for artifacts and extract stones to test prints and present to collaborators for exhibition opportunities. A documentary will be developed for conference dissemination of his creative activity journey. He will spend one month in Thailand as an artist in residence making prints from stone and generating publicity through media interest. The applicant has a pending conference presentation in Louisiana and a pending month-long artist in residence color-reduction woodcut print workshop in Australia. The techniques learned during leave will expose students enrolled in art courses at A&M-Corpus Christi to global perspectives in printmaking, and the publicity may recruit graduate students to A&M-Corpus Christi.
Scott Thurman Associate Professor Communication & Media	6	Spring 2027	Mr. Thurman's leave will be used to complete production and post-production of a feature-length documentary entitled *The Stanley March Documentary*. Mr. Thurman's leave will be based in Amarillo, TX, and the Panhandle-Plains Historical Museum gathering archival materials, interviewing people, filming key locations, and integrating artificial intelligence restoration methods to advance scholarship in documentary ethics and digital restoration. The project functions as a creative text and a practical case study in documentary ethics. The project builds upon six years of research to examine how creativity, privilege, and accountability intersect in regional art and public memory. The documentary will support grant applications, multiple film festival submissions, and development of new curriculum for media courses at A&M-Corpus Christi.

Agenda Item No. 7.30

AGENDA ITEM BRIEFING

Submitted by: Dr. Robert Vela, President
Texas A&M University-Kingsville

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Public Health 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-Kingsville (Texas A&M-Kingsville) leading to a Bachelor of Science (BS) in Public Health, 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:

Texas A&M-Kingsville is seeking approval to offer a BS degree in Public Health. The proposed program is designed to prepare well-rounded, work ready public health professionals who are immediately employable across governmental, nonprofit, healthcare, and private sector settings in South Texas and statewide. The curriculum is designed to integrate foundational public health science with applied competencies in epidemiology, data analysis, health equity, policy, communication, and systems-based practice.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the BS in Public Health. One new full-time faculty member will be added by the third year of the program. The new costs for the first five years will not exceed $2 million.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Public Health 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. 7.30

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
February 18, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Public Health 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-Kingsville leading to a Bachelor of Science in Public Health.

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

Respectfully submitted,

[SIGNED BY]

Dr. Robert Vela
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Kingsville

Bachelor of Science
with a major in Public Health
(CIP 51.2201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Clinical Health Sciences within the College of Arts and Sciences

The Bachelor of Science (BS) in Public Health at Texas A&M University-Kingsville (Texas A&M-Kingsville) is designed to prepare well-rounded, work ready public health professionals who are immediately employable across governmental, nonprofit, healthcare, and private sector settings in South Texas and statewide. Aligned with the institution's mission to serve South Texas through education, research, and service, the four-year, 120 semester credit hour (SCH) curriculum balances foundational public health knowledge with applied skill development. The curriculum integrates foundational public health science with applied competencies in epidemiology, data analysis, health equity, policy, communication, and systems-based practice, reflecting the profile most frequently requested by Texas and national employers.

The program curriculum is intentionally aligned with the Council on Education for Public Health (CEPH) undergraduate foundational competencies, ensuring that graduates develop a consistent and nationally recognized set of public health skills. This alignment supports workforce readiness, geographic mobility, and preparation for graduate education while also positioning the program for continuous quality improvement and future accreditation readiness.

Student Learning Outcomes

1. Apply core public health concepts and scientific reasoning to assess population health issues, supporting evidence-based prevention and intervention strategies.
2. Analyze and interpret epidemiologic and population level data using appropriate analytic tools and technologies to inform public health decision making.
3. Integrate health equity, ethics, and policy considerations into public health planning and implementation across different settings.
4. Demonstrate technology and data literacy relevant to modern public health practice, including ethical use of digital tools and analytic platforms.
5. Communicate effectively with different audiences, using clear, responsive, and audience appropriate messaging.
6. Apply program planning and evaluation principles to design, support, and assess public health initiatives.
7. Collaborate effectively within interdisciplinary and cross sector teams, including public health coalitions and community partnerships.
8. Demonstrate professional identity, ethical responsibility, and workforce readiness consistent with baccalaureate level public health expectations.

The program will require students to complete 120 SCH. The major field of study will consist of 9 SCH of lower-level courses, 33 SCH of upper level required courses, and 18 SCH of designated, discipline related electives.

The proposed implementation date is spring 2027.

Texas A&M-Kingsville certifies that the proposed new degree program meets the criteria under Texas Administrative Code, Title 19, Part 1, Chapter 2, Subchapter C, Rule §2.117 regarding need, quality, financial and faculty resources, standards, and costs. New costs during the first five years will not exceed $2 million.

I. NEED

A. Employment Opportunities

Employment Growth and Occupational Demand

Hanover Research indicates that public health-related occupations in Texas are projected to grow by 37.2% over the next decade, outpacing overall statewide employment growth of 13.8%, resulting in approximately 7,895 annual job openings.

Federal labor data support these findings:

- Community Health Workers are projected to grow by 11% through 2034, much faster than average, with nearly 7,800 annual openings nationally.
- Epidemiology related roles are projected to grow 16% through 2034, reflecting ongoing demand for population health surveillance and response capacity.
- Health Education Specialists are projected to grow by 4% from 2024–2034, with approximately 7,900 openings annually, driven by expanding needs in chronic disease prevention, behavioral health, and community-based health promotion.
- Environmental Scientists and Specialists (including Environmental Health roles) are projected to grow by 4% from 2024–2034, with approximately 8,500 openings annually, supporting workforce demand in environmental health protection, food safety, water quality, and regulatory compliance.
- Statisticians and Data Analysts (including Biostatistics related roles) are projected to grow by 8% from 2024–2034, much faster than average, reflecting increased reliance on population level data, public health informatics, and evidence-based decision making.
- Public Health and Community Based Program Coordinators and Analysts benefit from broader employment growth in community and social service occupations, which are among the fastest growing occupational groups nationally due to aging populations, health equity initiatives, and expanded public health infrastructure.

Importantly, 70.1% of public health related job postings in Texas require a bachelor's degree, confirming the BS in Public Health as the primary entry credential for the field.

Regional Need and Workforce Stability

South Texas communities face persistent challenges related to chronic disease, environmental exposure, disaster preparedness, and health inequities, particularly in rural and underserved areas. These challenges are compounded by workforce shortages. The Association of State and Territorial Health Officials (ASTHO) reports that between 2017 and 2021, nearly half of the governmental public health workforce left their positions, and workforce turnover remains high due to burnout and limited advancement opportunities—particularly affecting rural regions.

The Public Health Workforce Interests and Needs Survey (PH WINS) 2024 data further indicate:

- Only 22% of state and local public health workers hold a formal degree in public health
- 71% report burnout symptoms
- The top workforce training needs include policy engagement, systems thinking, and strategic planning.

These findings underscore the need to expand baccalaureate level public health education pipelines that prepare graduates to enter the workforce with competency-based readiness.

Graduates will be prepared to fill entry-level roles that support epidemiology, program coordination, health education, data support, and community engagement, directly addressing workforce gaps without duplicating existing capacity.

B. Projected Enrollment

Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Students Returning from Previous Year		12	24	31	35
New Students	12	14	15	18	20
Total Number of Students	12	26	39	49	55
FTSE	11	23	37	47	53
Attrition Following Current Year	0	2	3	4	5
Graduates During Current Year	0	0	5	10	12

C. Existing State Programs

Currently, there are 17 public universities in Texas offering similar programs (CIP 51.2201.00). Related programs include Texas A&M University-Corpus Christi, Texas A&M International University, Texas A&M University-Victoria, and University of Texas at San Antonio. There are no institutions in the Rio Grande Valley offering a Public Health program.

II. QUALITY & RESOURCES

A. Faculty

Three current faculty members will dedicate part-time effort to the program. One new faculty member devoted solely to Public Health will be hired prior to the third year of the program.

B. Program Administration

The program will be administered in the Department of Clinical Health Sciences within the College of Arts and Sciences with no additional administrative costs anticipated.

C. Other Personnel

No additional personnel will be required to manage the program.

D. Supplies, Materials

$5,000 has been allocated each year to cover basic operating supplies.

E. Library

The library has access to the recommended databases and journals to best support a BS in Public Health including, but not limited to, PubMed, Social Science Premium Collection (ProQuest), and Science Direct. We also have full text access to 16 of the 20 top-ranked journals listed in Google Scholar Metrics.

F. Equipment and Facilities

Courses will utilize current classrooms. No laboratory space is required

G. Accreditation

The program may seek accreditation from the Council on Education for Public Health (CEPH) once the program is fully established and has students who have completed the program.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$216,000		Formula Income	$313,039
Program Administration	$0		Non-Formula Tuition	$929,616
Graduate Assistants	$0		Required Fees	$860,655
Supplies & Materials	$25,000			
Library & IT Resources	$0			
Equipment, Facilities	$0		Other Funding:	
Other (scholarships)	$15,000			
Estimated 5-Year Costs	**$256,000**		**Estimated 5-Year Revenues**	**$2,103,310**

Agenda Item No. 7.31

AGENDA ITEM BRIEFING

Submitted by: Salvador Hector Ochoa, President
Texas A&M University-San Antonio

Subject: Appointment of Interim Provost of Texas A&M University-San Antonio

Proposed Board Action:

Appoint Dr. Debra Feakes as the Interim Provost of Texas A&M University-San Antonio (A&M-San Antonio), effective July 1, 2026.

Background Information:

Dr. Debra Feakes is recommended for the position of Interim Provost at A&M-San Antonio. Dr. Feakes has extensive experience as an academic administrator, including eight years as a college dean. She has served as dean of the College of Arts & Sciences at A&M-San Antonio, our largest and most complex college, for six years. A distinguished educator and scholar, Dr. Feakes has won numerous awards for teaching, authored dozens of publications, and is named on five patents. She has served at various levels as an academic administrator, with progressive leadership positions and responsibilities at multiple institutions. Dr. Feakes demonstrates the ability to advance the Division of Academic Affairs and provide strategic leadership.

Dr. Feakes will serve as chief academic officer for A&M-San Antonio, providing leadership and direction to all academic units and programs through the academic plan and promoting student academic success. As a member of the executive leadership team, Dr. Feakes will serve on the President's Cabinet and collaborate with other cabinet members to develop, implement, and assess comprehensive and innovative academic programs and academic support services aligned with the institution's mission, vision, values, and strategic goals. She will represent the campus at The Texas A&M University System Board of Regents (BOR) and A&M System academic meetings and serve as senior advisor on all academic matters.

A copy of the curriculum vitae for Dr. Feakes is attached.

A&M System Funding or Other Financial Implications:

President Ochoa recommends an initial salary of $250,000.

Strategic Plan Initiative(s) this Item Advances:

This proposed appointment advances all of the System's strategic imperatives by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability. In doing so, the appointment directly contributes to realizing the System's vision of being the system of choice for students, employers, faculty, staff, and research funders.

Agenda Item No. 7.31

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
March 20, 2026

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

Subject: Appointment of Interim Provost of Texas A&M University-San Antonio

I recommend adoption of the following minute order:

"Dr. Debra Feakes is hereby named the Interim Provost of Texas A&M University-San Antonio, effective July 1, 2026, at an initial salary of $250,000.

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]
James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Debra Feakes

Title: Interim Provost & Vice President for Academic Affairs

Salary: $ $250,000

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	University Vice President	$245,000
2.			
3.			
4.			
5.			

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	A&M-San Antonio	Outgoing Provost & Senior Vice Pres.	$258,975
2.	A&M-Texarkana	Provost & Sr.VP for Academic Affairs	$259,999
3.	TAMU Central Texas	Provost & Vice President	$263,150
4.	Texas A&M International	Provost & Vice President	$235,210
5.	West Texas A&M	Provost & Exec. Vice President	$269,171

Comments, if necessary:

The proposed salary is in alignment with external market data, System peers, and other executive leadership compensation at A&M-San Antonio. It is typical practice to pay interim administrators at a slightly lower rate than a departing incumbent; in this case, we are proposing a salary close to that of the outgoing incumbent, due to the expected high level of administrative demands the interim provost will encounter during the interim period and her considerable experience as an academic administrator.

DEBRA A. FEAKES

Dean of the College of Arts and Sciences and Professor of Chemistry

WORK ADDRESS
Texas A&M University-San Antonio
One University Way
San Antonio, TX 78224
Phone: (210) 784-2403
Email: dfeakes@tamusa.edu

EDUCATIONAL BACKGROUND

1991 – 1994	Postdoctoral Research Associate, University of California at Los Angeles Research Advisor: Dr. M. Frederick Hawthorne
1991	Ph.D., Utah State University, Chemistry Research Advisor: Dr. Karen W. Morse *Dissertation Title:* Studies of Borane Adducts of Aminoalkylphosphonates and Thiophosphonates Via Borane Oligomers
1986	B.S., Colorado School of Mines, Mineral Engineering Chemistry

LEADERSHIP EXPERIENCE

2020 – present Dean, College of Arts and Sciences, Texas A&M University-San Antonio

Significant Outcomes: Working collaboratively with the faculty as we develop a strategic plan for the College; Working on a reorganization of the College budget; Leading the curricular review of the courses offered in the College, including the core curriculum courses; Advocated and received additional funding to reorganize the college, catalyzed by programmatic increases, and to enhance opportunities for interdisciplinary and multidisciplinary synergies; Worked with the faculty to determine the new College structure; Collaborated with Chairs and faculty to improve the annual evaluation and tenure and/or promotion processes within the College with a focus on transparency; Facilitated the development of an Honors Program for the University; Oversaw the expansion and advocated for the support of dual credit and early college high school; Supported faculty through the initial ABET accreditation process for Computer Science; Collaborated with the Advising Office on the Transfer Advising Guides (TAGs) with the Alamo Colleges District; Oversaw the addition of both undergraduate and graduate programs; Representing the University on the development of the Espada Tract, a 380 acre land gift from

a local industry; Representing the College on the programming for the new $45 million Education and Public Health Building.

Duties: Serve as the chief academic officer for the College; Responsible for the academic, research, and outreach leadership of the College, as well as the management of its human and financial resources; Advancing strategic and academic planning to support an ambitious strategy for the future; Communicating a compelling vision of the College and its programs to prospective students, alumni, foundations, industry, and other external partners; Providing leadership to the faculty in developing, maintaining, and improving high-quality programs of instruction, research, creative activity, outreach, and public service.

2020 Interim Director, RB Annis School of Engineering, University of Indianapolis
Significant Outcomes: Worked with faculty and other support to ensure that the School was able to submit their self-study to seek their initial ABET accreditation.

Duties: Ensured business continuity for the School; Represented the School in the programming for the renovation of building space which would house the R.B. Annis School of Engineering

2018 – 2020 Dean, Shaheen College of Arts and Sciences, University of Indianapolis
Significant Outcomes: Oversaw the development of the strategic plans for the individual departments and the RB Annis School of Engineering as well as the creation of the Strategic Goals for the College; Engaged in a faculty-driven creation of measurable outcomes for the Strategic Goals; Initiated a process by which Tenure and Promotion policies are vetted across the College with the goal of ensuring equitable expectations in a diverse College; Revised the duties of the Chairs and the annual evaluation survey of the Chairs; Allocated annual merit and equity adjustments for the College; Managed hiring and personnel concerns across the College; Developed four requests for proposals for allocating the funds from the Shaheen endowment; Engaged in a discussion on potential efficiencies and developing needed policy and procedures within the College; Proposed and presented to the Finance Committee a budget proposal for the next budget year based on two models, a low enrollment model and a sustained enrollment model;

Duties: Served as the Chief planning officer and academic leader for the College consisting of 16 departments and the RB Annis School of Engineering; Served as the liaison between the College and the University and Administration; Implemented the academic master plan for the University; Oversaw the evaluations of over 150 full-time faculty and

approximately 25 Associate Adjunct Faculty (~75% time); Stewarded the resources of the College, including personnel, finances (budget of over $22 million), and space; Oversaw programs and curriculum of the College; Interface with the College Namesake, other donors, and the community;

2019 – 2020 Elected to Chair Succession (Chair Elect – 2019, Chair – 2020, and Past Chair – 2021), Indiana Local Section of the American Chemical Society

2017 – 2018 Interim Associate Director of the LBJ Institute for STEM Education and Research, Texas State University

2017 – 2018 Associate Chair, Department of Chemistry and Biochemistry, Texas State University

2016 – 2017 Interim Chair, Department of Chemistry and Biochemistry, Texas State University

Significant Outcomes: Created the 2017 – 2023 department strategic plan using a collaborative process; Completed the five year report to seek reapproval of our undergraduate programs by the American Chemical Society (ACS); Negotiated the hire of two new tenure-track faculty and three nontenure line faculty; Oversaw seven renovations ranging in cost from $16,000 to almost $900,000; Facilitated the acquisition of supplemental research and matching funds for the faculty; Worked with donors to establish the creation of two scholarship endowments;

Duties: Completed 35 faculty and 3 staff evaluations; Managed budget; Resolved student and faculty conflicts; Completed the program outcomes for four (two undergraduate and two graduate programs) and four general education courses; Reviewed and submitted both course and program curriculum revisions; Represented the department to internal and external constituents;

2012 – 2016 Associate Chair, Department of Chemistry and Biochemistry, Texas State University

Significant Outcomes: Created and implemented an annual departmental orientation for all new faculty; Revised general education outcomes for four classes; Coordinated the efforts for the program review for two undergraduate and two graduate programs; Created a department-specific orientation for new faculty;

Duties: Developed the schedule of classes; Assigned both undergraduate and graduate teaching assignments; Created the university workload reports;

Produced summer budget proposals; Mentored 17 nontenure line faculty; Completed the general education outcomes annually for four classes;

2014 – 2015 Presidential Fellow, Texas State University

Significant Outcomes: Developed a university-wide orientation process for all new nontenure line faculty; Met with faculty on a monthly basis to review the environment for nontenure line faculty across campus; Collected and analyzed policies and salary data from across campus; Developed and distributed an environmental survey for nontenure line faculty to assist the university administration in the future;

Duties: Completed a project of mutual interest between the President and myself; Served as a member of the President's Cabinet; Represented the University to internal and external constituents;

2011 Symposium Organizer (Chemical Education), American Chemical Society (ACS) Southwest Regional Meeting

2006 – 2015 Faculty Senate (*Chair*: 2008 – 2012; *Vice Chair*: 2007 – 2008, 2013 – 2014) , Texas State University

Significant Outcomes: Created the Nontenure Line Faculty Committee, providing representation for the first time; Facilitated the creation of new policies and the revision of existing policies to represent the nontenure line faculty in shared governance; Revised the annual evaluation of administrators; Revised the definition of faculty voters and personnel committee members; Developed a university-wide perceptions of teaching survey in response to House Bill 2504;

Duties: Created the agenda and ran the weekly meetings of the Faculty Senate; Oversaw the 16 Faculty Senate Committees; Conducted the Faculty Senate elections; Represented the faculty on a variety of committees, including the Council of Academic Deans;

2004 Chairperson, Ninth Boron in the Americas Workshop

2002 Treasurer, American Chemical Society (ACS) Southwest Regional Meeting

2000 – 2001 Treasurer, American Chemical Society (ACS) Central Texas Local Section

LEADERSHIP TRAINING

2018 Council of Colleges of Arts and Sciences (CCAS) New Deans Seminar, Nashville, TN
The curriculum covered practical issues associated with academic administration and approaches to common problems faced by those new to the position. The seminar focused on successful management techniques as well as ideal models of administration.

2017 HERS Leadership Institute, University of Denver
The curriculum covered general leadership principles, higher education trends, change management, budgets and financial statements, career planning, legal issues, inclusive excellence, and fundraising.

2017 Department Chair Workshop, Sam Houston State University
Developed by the American Association of State Colleges and Universities, the curriculum covered best practices that help students complete their first year and make timely progress toward the completion of their degrees.

2016 Collaborative Leadership in Higher Education, San Antonio, TX
Hosted by Academic Impressions, the curriculum covered how to work with others who think and operate differently than you, how to work with others to anticipate, understand, and plan for the future, how to make decisions and influence others with integrity and trust, how to improve the effectiveness of your meeting and teams, how to improve the creativity of your group, and how to build your leadership resilience.

2016 Academic Leadership Training (ALT) Workshop, Washington DC
Co-hosted by the Cottrell Scholars Collaborative and the American Chemical Society, the object of the Academic Leadership Training (ALT) Workshop is to train the next generation of academic leaders by providing them with tools, connections and skills to be successful in advancing the teacher-scholar model among their faculties and colleagues.

2007 COACHing Strong Women in the Art of Negotiation, Trinity University *The topics of the workshop include the importance of negotiation to advance research and career objectives, identification of negotiables, necessary elements of a successful negotiation, the importance of developing alternatives to an agreement, techniques for handling difficult people and conversations, the importance of listening and appreciating different viewpoints and identification of short and long-term negotiation goals.*

2004 Models in Academic Leadership Conference, Research Corporation

UNIVERSITY EXPERIENCE

2020 – present	Professor, Texas A&M University-San Antonio
2018 – 2020	Professor, University of Indianapolis
2013 – 2018	Professor, Texas State University
2000 – 2013	Associate Professor, Texas State University
1994 – 2000	Assistant Professor, Texas State University

TEACHING – Texas State University

TEACHING HONORS AND AWARDS

2017	Texas State University System Regents' Teacher
2016	Minnie Stevens Piper Professor
2016	Recipient of the Everette Swinney Teaching Award
2014	Recipient of the Presidential Distinction Award for Excellence in Teaching
2013	Awarded Distinguished Membership status in the National Society of Collegiate Scholars (NSCS)
2012	Professor of the Year, Non-Traditional Students Organization
2010	Recipient of the College Achievement Award for Excellence in Teaching
2009	Den Namesake
2007	Texas State University Nominee for the Council for the Advancement and Support of Education (CASE) Professor of the Year Award
2007	Alpha Chi National Honor Scholarship Society Favorite Professor
2006	Recipient of the Presidential Award for Excellence in Teaching
2006	Recipient of the Presidential Distinction Award for Excellence in Teaching
2006	Honorary Coach, Texas State Women's Basketball Team
2006	Alpha Chi National Honor Scholarship Society Favorite Professor 2005 Professor of the Year, Non-Traditional Students Organization
2005	Alpha Chi National Honor Scholarship Society Favorite Professor
2004	Recipient of the Presidential Distinction Award for Excellence in Teaching
2004	Alpha Chi National Honor Scholarship Society Favorite Professor
2003	Alpha Chi National Honor Scholarship Society Favorite Professor 2002 The Office of Disability Services Award
2002	Alpha Chi National Honor Scholarship Society Favorite Professor
2002	Recipient of the College Achievement Award for Excellence in Teaching
2000	Recipient of the Presidential Distinction Award for Excellence in Teaching
2000	Alpha Chi National Honor Scholarship Society Favorite Professor

1999	The Friend of SLAC Award
1997	Honorary Coach, Texas State Volleyball Team
1997	Alpha Chi National Honor Scholarship Society Favorite Professor
1987	Outstanding Teaching Award in Chemistry and Biochemistry, Utah State University

COURSES TAUGHT

UNIV 1301*	First Year Seminar
CHEM 1141	General Chemistry I Laboratory
CHEM 1310	Introductory Chemistry for Non-Science Majors
CHEM 1335	Engineering Chemistry
CHEM 1341	General Chemistry I
CHEM 1342	General Chemistry II
CHEM 1410	General Chemistry I
CHEM 1410L	General Chemistry I Laboratory
CHEM 1420	General Chemistry II
CHEM 1430	Chemistry for Non-Science Majors
CHEM 1430L	Chemistry for Non-Science Majors Laboratory
CHEM 4241	Advanced Laboratory II
CHEM 4299	Undergraduate Research
CHEM 4341	Advanced Inorganic Chemistry
CHEM 5110	Graduate Seminar
CHEM 5341	Advanced Inorganic Chemistry
CHEM 5399	Graduate Research
US 1100	University Seminar

*Taught at Texas A&M University-San Antonio

GRADUATE THESES/DISSERTATIONS (* indicates supervisory role)

2015	Sedriel Montalvo*, "Investigation of the Reactivity of Polyhedral Borane Anions with Carbon-Based Nucleophiles and Electrophiles"
2015	Beverly Woodson Day, "The Persistence of Black Males in the STEM Fields at Texas State University" (doctoral candidate in Education).
2013	Martin Mantz*, "Reactivity of the $[B_{20}H_{18}]^{2-}$ Ion with Carbon Nucleophiles for Potential Application in BNCT".
2007	Barrett Matthews*, "Polyhedral Borane Anions: Investigation of the Mechanism of Retention".
2006	Jacqueline P. Smits*, "Investigation of the Mechanism of Nucleophilic Attack on the [*trans*-$B_{20}H_{18}]^{2-}$ Anion".

2005	Elizabeth Peterson, "Fundamental Studies of Clay Surface Treatments to Facilitate Exfoliation".
2005	Ralph Salazar, "Synthesis and Binding Properties of an Inherently Chiral Calix[6]arene".
2003	William J. McVey*, "Investigation of the Reactivity of Three Polyhedral Borane Anions with Albumins".
2003	Jennifer Smith, "Alkylation of Zinc Thiolate Proteins: Reactions with Model Compounds".
2003	Raychel Chambers, "Defining the Active Site of 2-(2'Hydroxyphenyl)benzenesulfinate Desulfinase,".
2003	Sara Staggs, "Stereoselective Synthesis of Bis-bridged Calix[6]arenas".
2002	Colby C. Tate*, "Improved Synthesis of Carborane Derivatives of Cholesterol for Incorporation into Unilamellar Liposomes and Evaluation as Potential Agents for Boron Neutron Capture Therapy".
2002	Abelardo Rodriguez II, "Alkylations of 1,2-Alternate Calix[4]arene".
1999	R. Corey Waller*, "Synthesis and Evaluation of Polyhedral Borane Anions for Potential Application in the Boron Neutron Capture Therapy of Cancer".
1998	Greg Perez, "Evaluation of Solid Phase Extraction (SPE) for the Analysis of Isocyanates in Spray-Painting Operations".
1998	Jian Lin, "New Sampling and Analysis Methods for Isocyanates in Spray-Painting Operations".
1997	Sam Norman, "Evaluation of a New Derivatizing Reagent, 1-(9anthracenylmethyl)piperazine (MAP), Used for the Analysis of Isocyanates in Spray-Painting Operations".

UNDERGRADUATE STUDENTS TRAINED

- Supervised approximately 45 undergraduate students in the research laboratory.
- Approximately 45% of the students pursued graduate or professional degrees after completing their undergraduate degrees.
- Approximately 52% of the students were women and approximately 34% of the students were underrepresented minorities.

HONORS THESIS ADVISOR

1998	Jennifer Pointer Harris, "Can Gender Equity Be Achieved in the Physical Sciences?"

SCHOLARLY/CREATIVE

FELLOWSHIPS, HONORS, AND AWARDS

2010 Boron in the Americas Award

1990 Claude E. Zobell Scholarship, Utah State University

PEER-REVIEWED PUBLICATIONS (*corresponding author, †student author)

- Montalvo, S.,† Hudnall, T., Feakes, D. A.* "Exploring the Redox Reactivity of the $[B_{20}H_{18}]^{2-}$ Ion with Carbon-Based Nucleophiles and Electrophiles", *J. Organomet. Chem.* **2015**, *798*, 141-145.
- Gulacar, O.*, Bowman, C.R., Feakes, D. A. Observational investigation of student problem solving: The role and importance of minor variables in the process, *Science Education International*, **2013**, 24(2), 344-360.
- Waller, R. C.†; Booth, R. E.; Feakes, D. A.* Evaluation of the Binding of Polyhedral Borane Anions to Representative Proteins. *J. Inorg. Biochem.* **2013**, *124*, 11-14.
- Smits, J. P.†; Mustachio, N.‡; Newell, B.‡; and Feakes*, D. A. Synthesis and Investigation of $[B_{20}H_{17}O(CH_2)_5]^{3-}$, a Novel Solvent Complex of the $[B_{20}H_{18}]^{4-}$ Ion. *Inorg. Chem.* **2012**, *51*, 8468-8472.
- Feakes, D. A.* Chapter 4.12: Design and Development of Polyhedral Borane Anions for Liposomal Delivery. In *Boron Science: New Technologies and Applications*; Hosmane, N., Ed.; CRC Press-Taylor and Francis Group, LLC: Boca Raton, FL, 2012; p 277-291.
- Reardon, R. F.*; Feakes, D. A.; Gibbs, K. A.; Rohde, R. E.; Traverse, M. A. Measuring Perceived Self-efficacy in Students in Undergraduate Chemistry Courses. *J. Chem. Ed.* **2010**, *87(6)*, 643-646.
- McVey, W. J.†; Matthews, B.†; Motley, D. M.‡; Linse, K. D.; Blass, D. P.; Booth, R. E.; Feakes, D. A.* Investigation of the Interactions of Polyhedral Borane Anions with Serum Albumins. *J. Inorg. Biochem.* **2008**, *102(4)*, 943-951.
- Feakes, D. A.* Chemistry and Pharmacology of Agents for BNCT. In *Frontiers in Neutron Capture Therapy, Vol. 1*; Hawthorne, M. F., Shelly, K., and Wiersema, R. W., Ed.; Plenum Press: New York, 2001; p 23-34.
- Waller, R. C.†; Spinler, J.‡; Feakes, D. A.* Evaluation of the Binding of Polyhedral Borane Compounds to Protein Moieties and Monomeric Amino Acids. In *Frontiers in Neutron Capture Therapy, Vol. 1*; Hawthorne, M. F., Shelly, K., and Wiersema, R. W., Ed.; Plenum Press: New York, 2001; p 1051-1055.
- Waller, R. C.†; Feakes, D. A.*; Spinler, J.‡; Southard, G.; Aron, G. M. Investigation of the Toxicity and Cellular Uptake of $Na_4[B_{20}H_{17}SH]$ in EMT6 Cells. In *Frontiers in Neutron Capture Therapy, Vol. 1*; Hawthorne, M. F., Shelly, K., and Wiersema, R. W., Ed.; Plenum Press: New York, 2001; p 1045-1049.

- Feakes, D. A.*; Spinler, J. K.‡; Harris, F. R.‡ Synthesis of Boron-Containing Cholesterol Derivatives for Incorporation into Unilamellar Liposomes and Evaluation as Potential Agents for BNCT. *Tetrahedron* **1999**, *55(37)*, 11177-11186.
- Feakes, D. A.*; Waller, R. C.†; Hathaway, D. K.‡; Morton, V. S.‡ Synthesis and *In Vivo* Murine Evaluation of $Na_4[1\text{-}(1'\text{-}B_{10}H_9)\text{-}6\text{-}SHB_{10}H_8]$ as a Potential Agent for Boron Neutron Capture Therapy. *Proc. Natl. Acad. Sci. USA* **1999**, *96*, 6406-6410.
- Feakes, D. A.*; Harris, F. R.‡; Hathaway, D. K.‡; Morton, V. S.‡ Preparation of Hydrophilic and Lipophilic Boron-Containing Compounds for Incorporation into Unilamellar Liposomes. In *Advances in Neutron Capture Therapy*; Larsson, B., Ed.; Elsevier Science: New York, 1997; p 95-100.
- Georgiev, M.; Shelly, K.; Feakes, D. A.; Kuniyoshi, J.; Romano, S.; Hawthorne, M. F.* Synthesis of Amine Derivatives of the Polyhedral Borane Anion $[B_{20}H_{18}]^{4-}$. *Inorg. Chem.* **1996**, *35*, 5412-5416.
- Hawthorne, M. F.*; Feakes, D. A.; Shelly, K. Recent Results with Liposomes as Boron Delivery Vehicles for Boron Neutron Capture Therapy. In *Cancer Neutron Capture Therapy*; Mishima, Y., Ed.; Plenum Press: New York, 1996; p 27-36.
- Feakes, D. A.; Shelly, K.; Hawthorne, M. F.* Selective Boron Delivery to Murine Tumors by Lipophilic Species Incorporated in the Membranes of Unilamellar Liposomes. *Proc. Natl. Acad. Sci. USA* **1995**, *92*, 1367-1370.
- Feakes, D. A.; Shelly, K.; Knobler, C. B.; Hawthorne, M. F.* $Na_3[B_{20}H_{17}NH_3]$: Synthesis and Liposomal Delivery to Murine Tumors. *Proc. Natl. Acad. Sci. USA* **1994**, *91*, 30293033.
- Shelly, K.; Feakes, D. A.; Hawthorne, M. F.* Boron Delivery by Liposomes for BNCT: Development of Lipoidal Boron Compounds. In *Current Topics in the Chemistry of Boron*; Kabalka, G. W., Ed.; Royal Society of Chemistry: Cambridge, 1994; p 165-168.
- Feakes, D. A.; Shelly, K.; Hawthorne, M. F.*; Schmidt, P. G.; Elstad, C. A.; Meadows, G. G.; Bauer, W. F. Liposomal Delivery of Boron to Murine Tumors for Boron Neutron Capture Therapy. In *Advances in Neutron Capture Therapy*; Soloway. A. H. and Barth, R., Ed.; Plenum Press: New York, 1993; p. 395-398.
- Shelly, K.; Feakes, D. A.; Hawthorne, M. F.*; Schmidt, P. G.; Bauer, W. F. Model Studies Directed Toward the Boron-Neutron Capture Therapy of Cancer: Boron Delivery to Murine Tumors with Liposomes. *Proc. Natl. Acad. Sci. USA* **1992**, *89*, 9039-9043.
- Mittakanti, M.; Feakes, D. A.; Morse, K. W.* Esterification of Amine-Carboxyboranes with Orthoformates: A High Yield Synthesis. *Synthesis* **1992**, 380-382.
- Charandabi, M. R. M. D.; Feakes, D. A.; Mittakanti, M.; Ettel M. L.; Morse, K. W.* Preparation and Characterization of an N-Ethylcarbamoylborane Cyclic Dimer. *Inorg. Chem.* **1991**, *30*, 2433-2434.

PATENTS

U.S. Patent	6,517,808	"Methods for Boron Delivery to Mammalian Tissue" M. F. Hawthorne, D. A. Feakes, and K. Shelly Issued February 11, 2003
U.S. Patent	6,274,116	"Compositions for Boron Delivery to Mammalian Tissue" M. F. Hawthorne, D. A. Feakes, and K. Shelly Issued August 14, 2001
U.S. Patent	5,888,473	"Liposome compositions for boron neutron capture therapy and methods thereof" M. F. Hawthorne, D. A. Feakes, and K. Shelly Issued March 30, 1999
U.S. Patent	5,648,532	"Compositions for Boron Neutron Capture Therapy and Methods Thereof" M. F. Hawthorne, D. A. Feakes, and K. Shelly Issued July 15, 1997
U.S. Patent	5,196,581	"Alkylcarbamoylborane Cyclic Dimers and their Use in the Synthesis of Boron Analogues of Alpha Amino Acids" K. W. Morse, M. R. M. D. Charandabi, D. A. Feakes, and M. Mittakanti Issued March 23, 1993

PRESENTATIONS (†graduate students, ‡undergraduate students, *corresponding author, underline represents presenting author)

Faculty Development

- E. Carey, D.A. Feakes, and I.K. Nwankwo (panelists), "Sustaining Bold Leadership: A Conversation with Women in the Academic Deanship", Council of Colleges of Arts and Sciences National Meeting, Austin, TX (November, 2024).
- D.A. Feakes, "How Did I Get Here: Navigating Higher Education Career Pathways", San Antonio Biomedical Education and Research (SABER) Institutional Research and Academic Career Development Award (IRACDA) Retreat, San Antonio, TX (August, 2024) *INVITED KEYNOTE.*

- D.A. Feakes, Facilitator for the Council of Colleges of Arts and Sciences (CCAS) Chairs 2.0 Workshop, San Antonio, TX (July, 2024).
- R. Cavazos, D. A. Feakes, M. Lopez, and C. Stone, "Students, Family and Faculty: Developing the Dual Credit & Early College HS Program at Texas A&M University-San Antonio", 2024 Summit for Dual Credit Programs, South Padre Island, TX (February, 2024)
- D.A. Feakes, M. Phillips, K. Rynearson, and T. Simpson (panelists), "Her Story", Texas Women in Higher Education Conference, Corpus Christi, TX (April, 2024)
- D.A. Feakes, Facilitator for the Council of Colleges of Arts and Sciences (CCAS) New Chairs Workshop, St. Louis, MO (August, 2023).
- D.A. Feakes, "ACS CWD: Providing Resources and Support for the Chemistry Community" American Association of Physics Teachers (AAPT) Summer Meeting, Provo, UT (July, 2019) *INVITED.*
- M. Conroy and D. A. Feakes, "Enhancing Resources and Appreciation for Non-Tenure Line Faculty at Texas State University" Texas Council of Faculty Senates Spring Meeting, Austin, TX (February, 2016).
- D. A. Feakes, M. Conroy, and D. Nolan, "Enhancing Resources and Appreciation for Nontenure Line Faculty at Texas State University" American Association of University Professors Annual Conference, Washington DC (June, 2015).
- D. A. Feakes, "Strategies for Large Classes", Faculty Development Workshop Presenter (October, 2012).

Chemical Education

- L. W. Alyea* and D. A. Feakes*, "The Debate Continues: Required vs. Voluntary SI and Impact on Demographics, Persistence, Self-Efficacy, and Motivation" 7th International Conference on Supplemental Instruction, San Diego, CA (June, 2012).
- D. A. Feakes*, R. F. Reardon, and L. W. Alyea, "Supplemental Instruction: Impact of Incorporating Both Voluntary and Required Participation in General Chemistry Courses" American Chemical Society Southwest Regional Meeting, Austin, TX (November, 2011).
- D. A. Feakes*, R. Reardon, and L. W. Alyea, "Impact of supplemental instruction on performance, retention, and chemistry self-efficacy among undergraduate chemistry students" 21st Biennial Conference on Chemical Education, Denton, TX (August, 2010).
- L. W. Alyea* and D. A. Feakes*, "The Lesser of Two Evils? Required vs. Voluntary SI and the Effects on Attrition, Student Self-Efficacy, and Motivation" 6th International Conference on Supplemental Instruction, New Orleans, LA (June, 2010).

Boron Chemistry

- S. Montalvo† and D. A. Feakes*, "A Study of the Oxidation of $[B_{20}H_{17}R]^{4-}$ Ions" (poster) Boron in the Americas XIV, Rutgers University, NJ (June, 2014).

- M. J. Mantz[†] and D. A. Feakes*, "Nucleophilic Attack of the [*trans*-$B_{20}H_{18}$]$^{2-}$ Ion by Carbon Nucleophiles" (poster) Boron in the Americas XIII, Purdue University, IN (June, 2012).
- D.A. Feakes, "From 1 Boron Atom to 20," Presentation at the Karen W. Morse Symposium, Western Washington University, Bellingham, WA (April, 2009) *INVITED.*
- N. Mustachio[‡], J. Smits[†], L. Navarro[‡], and D. A. Feakes*, "Solvent-Coordinated Complexes of the [*trans*-$B_{20}H_{18}$]$^{2-}$ Anion" (poster) Boron Americas XI, St. Louis, MO (June, 2008).
- D.A. Feakes, "Reaction of the [*n*-$B_{20}H_{18}$]$^{2-}$ Anion with Sterically Demanding Nucleophiles," Symposium in Honor of Professor Sheldon Shore, American Chemical Society National Meeting, Chicago, IL (March, 2007) *INVITED.*
- J. Smits[†] and D. A. Feakes*, "Investigation of the Reactions of the [$B_{20}H_{18}$]$^{2-}$ Anion with Nucleophiles" Boron Americas X, San Juan, Puerto Rico (August, 2006).
- D. M. Motley[‡], W. J. McVey[†], and D. A. Feakes*, "Evaluation of the Binding of Polyhedral Borane Anions with Albumins and Simple Amino Acids" (poster) Boron Americas IX, San Marcos, Texas (May, 2004).
- B. Newell[‡] and D. A. Feakes*, "An Investigation of Nucleophilic Attack on the [*n*$B_{20}H_{18}$]$^{2-}$ Anion" Boron Americas IX, San Marcos, Texas (May, 2004).
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," Seminar Speaker, Northern Illinois University, DeKalb, IL (January, 2003) *INVITED.*
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," Seminar Speaker, University of Notre Dame, Notre Dame, IN (January, 2003) *INVITED.*
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," Seminar Speaker, Ohio State University, Columbus, OH (January, 2003) *INVITED.*
- W. J. McVey[†], D. M. Motley[‡], and D. A. Feakes*, "Investigation of the Reactivity of Polyhedral Borane Anions with Proteins" Tenth International Symposium on Neutron Capture Therapy for Cancer, Essen, Germany (September, 2002).
- D. A. Feakes* and N. Guo, "Investigation of Thiol Derivatives of [$B_{20}H_{18}$]$^{4-}$" Tenth International Symposium on Neutron Capture Therapy for Cancer, Essen, Germany (September, 2002).
- S. J. Stefanutti[‡], C. C. Tate[†], and D. A. Feakes*, "Comparison of Synthetic Techniques and Liposomal Incorporation of Carborane-Containing Derivatives of Cholesterol" (poster) Boron Americas VIII, Death Valley National Park, California (January, 2002).
- G. Furst-Pikus[‡] and D. A. Feakes*, "A Reinvestigation of the Reaction of Nucleophiles with [$B_{20}H_{18}$]$^{2-}$" (poster) Boron Americas VIII, Death Valley National Park, California (January, 2002).

- W. J. McVey†, D. M. Motley‡, and D. A. Feakes*, "Investigation of the Reactivity of Polyhedral Borane Anions with Proteins" (poster) Boron Americas VIII, Death Valley National Park, California (January, 2002).
- C. C. Tate†, S. J. Stefanutti‡, and D. A. Feakes*, "Improved Synthesis of CarboraneContaining Derivatives of Cholesterol" Boron Americas VIII, Death Valley National Park, California (January, 2002).
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," St. Phillip's College, San Antonio, Texas (November, 2000) *INVITED.*
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," University of Texas at Dallas, Dallas, Texas (November, 2000) *INVITED.*
- D. A. Feakes*, C. Tate†, S. J. Stefanutti‡, "Preparation and Evaluation of Unilamellar Liposomes Incorporating Boron-Containing Derivatives of Cholesterol" Ninth International Symposium on Neutron Capture Therapy for Cancer, Osaka, Japan (October, 2000).
- C. Tate†, *S. J. Stefanutti*‡, and D. A. Feakes*, "Preparation and Evaluation of BoronContaining Cholesterol Derivatives for Application in BNCT" (poster) Boron USA-VII, Pittsburgh, Pennsylvania (June, 2000).
- C. Tate†, *S. J. Stefanutti*‡, and D. A. Feakes*, "Preparation of Carborane Derivatives of Cholesterol as Potential Agents in Boron Neutron Capture Therapy" (poster) Contemporary Inorganic Chemistry II, College Station, Texas (March, 2000).
- D. A. Feakes, "Synthesis and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy," Seminar Speaker, Uppsala University: Uppsala, Sweden (April, 1999) *INVITED.*
- D. A. Feakes, Invited to be the Faculty Opponent at the Ph. D. Dissertation Defense of Ms. Charlotta Naeslund,, Uppsala University: Uppsala, Sweden (April, 1999) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Baylor University, Waco, Texas (November, 1998) *INVITED.*
- R. C. Waller† and D. A. Feakes*, "Synthesis of Fluorescently Labeled Polyhedral Borane Compounds for the Determination of Tumor Localization" (poster) Eighth International Symposium on Neutron Capture Therapy for Cancer, La Jolla, California (September, 1998).
- R. C. Waller† and D. A. Feakes*, "Investigation of the Intracellular Localization and Binding of Polyhedral Borane Compounds" Eighth International Symposium on Neutron Capture Therapy for Cancer, La Jolla, California (September, 1998).
- D. A. Feakes, "Chemistry and Pharmacology of Agents for BNCT" Plenary Speaker, Eighth International Symposium on Neutron Capture Therapy for Cancer: La Jolla, CA (September, 1998) *INVITED.*

- F. R. Harris‡ and D. A. Feakes*, "Preparation of Boron-Containing Compounds for Application in BNCT" (poster) Boron USA-VI, Athens, Georgia (May, 1998).
- R. C. Waller† and D. A. Feakes*, "Evaluation of the Binding of Polyhedral Borane Compounds to Intracellular Protein Moieties and Monomeric Amino Acids" Boron USAVI, Athens, Georgia (May, 1998).
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Southwest Texas State University, Institute for Environmental and Industrial Studies (June, 1997) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Trinity University, San Antonio, Texas (April, 1997) *INVITED.*
- D. A. Feakes *, F. R. Harris‡, D. K. Hathaway‡, and L. J. Michaud‡, "Preparation of Hydrophilic and Lipophilic Boron-Containing Compounds for Incorporation into Unilamellar Liposomes" Seventh International Symposium on Neutron Capture Therapy for Cancer, Zurich, Switzerland (September, 1996).
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," San Antonio River Authority San Antonio Section, San Antonio, Texas (September, 1996) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Texas A&M at Kingsville, Kingsville, Texas (November, 1996) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Texas Christian University, Fort Worth, Texas (February, 1996) *INVITED.*
- D. A. Feakes *, F. R. Harris‡, D. K. Hathaway‡, and L. J. Michaud‡, "Synthesis and Reactivity of Sulfur Derivatives of $[B_{20}H_{18}]^{4-}$" Boron USA-V-Mex, Guanajuato, Mexico (May, 1996).
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Texas Lutheran College, Seguin, Texas (February, 1995) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Angelo State University, San Angelo, Texas (March, 1995) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," Sam Houston State University, Huntsville, Texas (March, 1995) *INVITED.*
- D. A. Feakes, "The Development of Compounds for Boron Neutron Capture Therapy," University of Texas at San Antonio, San Antonio, Texas (April, 1995) *INVITED.*
- D. A. Feakes, K. Shelly and M. Frederick Hawthorne*, "Murine Biodistribution of Boron Delivered by Liposomes" Sixth International Symposium on Neutron Capture Therapy for Cancer, Kobe, Japan (November, 1994).
- D. A. Feakes, K. Shelly, C. B. Knobler and M. F. Hawthorne*, "Preparation and Reactivity of Amine Derivatives of $[B_{20}H_{18}]^{4-}$" Boron USA IV, Syracuse, New York (July, 1994).

- D. A. Feakes, K. Shelly and M. F. Hawthorne*, " Liposomal Delivery of Boron to Tumors for BNCT" Annual Meeting of the American Nuclear Society, New Orleans, Louisiana (June, 1994).
- D. A. Feakes, K. Shelly and M. F. Hawthorne*, "The Delivery of $Na_3B_{20}H_{17}NH_3$ to Murine Tumors Using Liposomes" (poster) Eighth International Meeting on Boron Chemistry, Knoxville, Tennessee (July, 1993).
- D. A. Feakes, K. Shelly, M. F. Hawthorne*, P. G. Schmidt, C. A. Elstad, G. G. Meadows and W. F. Bauer, "Liposomal Delivery of Boron to Murine Tumors for Boron Neutron Capture Therapy" Fifth International Symposium on Neutron Capture Therapy for Cancer, Columbus, Ohio (September, 1992).
- D. A. Feakes, K. Shelly and M. F. Hawthorne*, "The Synthesis of Species Containing Ten and Twenty Boron Atoms for Potential Boron Neutron Capture Therapy Treatment" (poster) Fifth International Symposium on Neutron Capture Therapy for Cancer, Columbus, Ohio (September, 1992).
- D. A. Feakes, K. Shelly, M. F. Hawthorne*, P. G. Schmidt, T. A. Krisch and W. F. Bauer, "Liposomal Delivery of Boron to Murine Tumors for BNCT" Boron USA III, Pullman, Washington (July, 1992).
- D. A. Feakes, M. Mittakanti, and K. W. Morse*, "Generation of Aminophosphonate Carbamoylboranes" (poster) 200th National Meeting of the American Chemical Society, Washington, D.C. (August, 1990).
- D. A. Feakes and K. W. Morse*, "N-Methylmorpholine Carbamoylboranes: Synthetic Approaches and Reactivity" Joint 45th Northwest/10th Rocky Mountain Regional Meeting of the American Chemical Society, Salt Lake City, UT (June, 1990).
- D. A. Feakes, M. R. M. D. Charandabi, Robert Livengood and K. W. Morse*, "New Cyclic Carbamoylborane Dimers" Boron USA II, Raleigh, North Carolina (June, 1990).
- D. A. Feakes and K. W. Morse*, "A New Cyclic Dimer of a Boranoamide" Symposium in Honor of Professor Robert W. Parry, University of Utah, Salt Lake City, UT (July, 1989).

FUNDED GRANTS AND CONTRACTS

Institutional Grants

08/01/22-09/30/30	"Greater Texas Foundation Scholars: Creating Supported Pathways to
$1,445,000	Degree Completion" (PI), Greater Texas Foundation

Chemical Education

06/01/15-05/31/21	"Responsive Attentive, Dialogic, and InterActive Noyce Scholars
$1,200,000	(RADIANS) Project" (co-PI), National Science Foundation,
	relinquished co-PI to Cynthia Luxford

01/01/15-01/01/19 $1,500,000	"Texas State STEM Rising Stars" (Senior Personnel), National Science Foundation IUSE
09/01/10-08/31/13 $199,976	"Self-Efficacy and Student Characteristics as Predictors of Success for Supplemental Instruction Programs in Undergraduate Chemistry Education" (PI), National Science Foundation CCLI
09/01/07-08/31/09 $5,000	"Facilitating Self-Efficacy and Academic Success in Chemical Education: Innovative Teaching with Supplemental Instruction" (PI), Texas State SSTars Mini Grant
09/01/05-08/31/07 $5,000	"A New Formula for Academic Success: Integrating Technology and Innovative Teaching Methods into Supplemental Instruction" (PI), Texas State Opportunity for Success
09/01/03-08/31/05 $5,000	"Development of an Early Peer and Faculty Mentoring System" (PI), Texas State Early Engagement of First-Year Students

Computers and Equipment

06/01/13-05/31/14 $33,109	"Upgrade of the JGI Research Facility" (PI), Texas State Academic Computing
06/01/13-05/31/14 $19,930	"Upgrade of the Department of Chemistry and Biochemistry Computer Laboratory" (PI), Texas State Academic Computing
06/01/11-05/31/12 $11,941	"Upgrade for JGI Research Facility" (PI), Texas State Academic Computing
06/01/10-05/31/11 $32,380	"Development of a Pilot Biochemistry Laboratory" (PI), Texas State Academic Computing
01/01/10-12/31/12 $181,900	"Upgrade of Existing 400 MHz Varian INOVA NMR Spectrometer (co-PI), National Science Foundation
08/01/08-07/31/09 $124,880	"MRI: Acquisition of a Cyber-enabled Benchtop Single Crystal X-Ray Diffractometer For Small Molecule Structure Analysis for Research and Educational Purposes" (co-PI), National Science Foundation

04/01/01-08/31/01, $18,559	"Initiative to Incorporate Computer Modeling into the Department of Chemistry and Biochemistry Curricula" (PI), Texas State Academic Computing
06/01/96-05/31/98 $109,950	"Purchase of a High Field Nuclear Magnetic Resonance Spectrometer" (co-PI), National Science Foundation

Chemistry

02/01/08-01/31/09 $6,848	"Synthesis and Investigations of Sulfur-Containing Polyhedral Borane Anions for the Treatment of Cancer" (PI), Texas State Research Enhancement
01/31/06-01/30/07 $5,917	"Investigation of the Mechanism of Nucleophilic Attack on the $[B_{20}H_{18}]^{2-}$ Anion" (PI), Texas State Research Enhancement
02/15/05-02/14/06, $8,000	"Investigation of the Binding of Polyhedral Borane Anions to Biologically Significant Molecules" (PI), Texas State Research Enhancement
05/01/04-05/31/04 $8,750	"Student Travel Support for the Ninth Boron in the Americas Workshop" (PI), United States Department of Energy
06/01/01-05/31/04 $150,000	"Investigation of the Reaction of Nucleophiles with the Isomers of $[B_{20}H_{18}]^{2-}$" (PI), Welch Foundation
03/15/00-03/14/03, $520,267	"Preparation and Evaluation of Polyhedral Borane Compounds for Application in Boron Neutron Capture Therapy (BNCT)" (PI), United States Department of Energy
06/01/98-05/31/01, $132,000	"Preparation of Boron-Containing Compounds for Application in Boron Neutron Capture Therapy" (PI), Welch Foundation
04/01/98-08/31/98 $28,374	"Proposal to Improve Student Access to Computing" (PI), Texas State Academic Computing
09/01/96-08/31/97 $6,000	"Preparation of Water Insoluble Boron- Containing Compounds for Application in Cancer Therapy" (PI), Texas State Research Enhancement

09/01/95-08/31/96 $6,000	"Preparation and Investigation of the Reactivity of Organometallic Phosphaalkyne Complexes" (PI), Texas State Research Enhancement
06/30/95-06/29/97 $20,320	"Preparation of Boron-Containing Compounds for Application in Boron Neutron Capture Therapy (BNCT)" (PI), Research Corporation
06/01/95-05/31/98 $105,000	"The Preparation and Investigation of Sulfur Derivatives of $[B_{20}H_{18}]^{2-}$ as Potential Agents For Boron Neutron Capture Therapy" (PI), Welch Foundation
06/01/95-08/31/95 $4,000	"Investigations of Main Group Inorganic Chemistry" (PI), Summer Indirect Cost Fellowship
09/01/94-08/31/95 $6,000	"Preparation of Boron-Containing Compounds for Application in the Boron Neutron Capture Therapy (BNCT) of Cancer" (PI), Texas State Research Enhancement

SERVICE – Texas A&M University-San Antonio and Professional

UNIVERSITY

2023 – present	Institutional Effectiveness Committee
2023 – present	RELLIS Advisory Committee Meeting
2023 – 2024	Committee to Evaluate Optimal Class Size
2022 – present	Dual Credit and Early College High School Task Force, *Co-Chair*
2022 – present	University Space Planning Committee
2022 – 2023	Search Committee for the Dean of the College of Education and Human Development, *Chair*
2021 – present	Developmental Education Advisory Committee
2020 – present	Campus Title IX Advisory Committee
2020 – 2023	Women@Work, *Co-Chair*

PROFESSIONAL SERVICE

Board Membership

2022 – 2025	East Central PTECH Advisory Board
2021 – present	Council of Colleges of Arts and Sciences (CCAS), Host Institution Liaison

Activities

2024 – 2026	Member, American Chemical Society National Committee – Budget and Finance
2023 – 2024	Associate Member, American Chemical Society National Committee – Budget and Finance
2023 – present	Councilor, Central Texas Local Section of the American Chemical Society (elected position)
2021	Member of the City of San Antonio Bond Committee: Streets, Bridges, and Sidewalks
2021	Organized the symposium in honor of Dr. Ross D. Compton, Southwest Regional Meeting of the American Chemical Society
2020	*Chair*, Indiana Local Section of the American Chemical Society (elected position)
2019 – 2020	*Chair Elect*, Indiana Local Section of the American Chemical Society (elected position)
2018 – 2023	Member, American Chemical Society National Committee – Chemists with Disabilities
2017 – 2018	Associate Member, American Chemical Society National Committee – Chemists with Disabilities
2016 – 2018	Councilor, Central Texas Local Section of the American Chemical Society (elected position)
2015	External Reviewer for the Promotion of Dr. Bhaskar Das, Molecular Biology in Surgery, Weill Cornell Medical College
2014 – 2018	Member of the Boron in the Americas Award Selection Committee
2008	Reviewer for Poster Session, Boron Americas XI, St. Louis, MO
2005	External Reviewer for the Tenure and Promotion to Associate Professor of Dr. Paul Jelliss, St. Louis University, Department of Chemistry
2003	Invited Member of the General Chemistry Symposium for the Development of General Chemistry Curriculum (Key West, Florida)

Reviewer

Conference Reviewer

2021	Evaluator for Posters, Think Like a Molecule, Indiana Local Section of the American Chemical Society

Grant Proposals

Reviewed individual proposals for NSF, NIH, Research Corporation, DOE, and FIPSE (details available).

2016	NSF (National Science Foundation) REU Reviewer
2008	NIH (National Institutes of Health) Program Reviewer
1998	NIH (National Institutes of Health) Study Section Reviewer, Small Business Study Section (Drug Development and Delivery), Washington D.C.

Manuscripts

Reviewed manuscripts for the *Journal of Chemical Education, Journal of Organometallic Chemistry, Journal of Medicinal Chemistry, Inorganic Chemistry, Organic Process Research & Development, Organic Letters, Tetrahedron Letters, Langmuir, Biophysical Journal, Journal of Organic Chemistry, Tetrahedron, Applied Organometallic Chemistry, Pharmaceutical Research, Bioorganic & Medicinal Chemistry Letters, Journal of Pharmaceutical Chemistry, Proceedings of the Eighth International Symposium on Neutron Capture Therapy, and Proceedings of the Seventh International Symposium on Neutron Capture Therapy.*

SERVICE – University of Indianapolis

UNIVERSITY

2019 – 2020	Search Committee for the Vice President of Intercollegiate Athletics
2018 – 2020	Member of the University Series Committee

SERVICE – Texas State University

SERVICE HONORS AND AWARDS

2012	Texas State Quality Team Award (as a member of the Commencement Team)
2011	Recipient of the Presidential Award for Excellence in Service
2011	Recipient of the Presidential Distinction Award for Excellence in Service
2010	Texas State Quality Team Award (as a member of the Quality Enhancement Plan Committee)
2009	Recipient of the Presidential Distinction Award for Excellence in Service
2008	Recipient of the Texas Academic Advising Network Faculty Academic Advising Award
2007	Recipient of the Presidential Distinction Award for Excellence in Service
2006	Texas State University – Mitte Honors Goodbread Advisor of the Year
2005	Recipient of the Presidential Distinction Award for Excellence in Service
2001	Recipient of the College Achievement Award for Excellence in Service

TASK FORCES AND STEERING COMMITTEES

2016 – 2017	Class Scheduling Task Force
2015 – 2018	Campus Carry Task Force
2015 – 2018	Faculty Commons Steering Committee
2011	Value of Faculty Service Task Force
2010 – 2011	Faculty Workload Task Force
2010 – 2011	Campus Master Plan Steering Committee
2009 – 2018	STEM Education Steering Committee
2008 – 2010	Quality Enhancement Plan (QEP) Task Force
2007 – 2015	TRACS Steering Committee
2006 – 2014	Member of the Instructional Technologies Steering Committee
2004 – 2012	Instructional Technologies Steering Committee

FACULTY AWARDS AND EVALUATION

2016 – 2018	Piper Award Selection Committee
2015	College of Science Review Group
2014	Faculty Development Supplemental Award Committee
2013 – 2014	Adjunct Faculty Committee (*Chair*)
2012 – 2014	Selection Committee for the Presidential Award for Excellence in Service
2010	University Distinguished Professor Award Committee
2010	HB 2504 Committee (*Chair*)
2009 – 2012	LBJ Lecture Committee
2008	Reviewer for SSTars Mini-Grant Proposals
2007 – 2008	Member of the PPS 4.01 and 4.02 Revision Committee
2007 – 2008	Selection Committee for the Presidential Award for Excellence in Teaching
2006	Student Evaluation Form Committee
2006 – 2009	Faculty Annual Review Committee: (*Chair*: 2007 – 2008)
2004 – 2007	Engagement Grant Committee
2003 – 2005	College of Science Review Group
2003 – 2006	Faculty Annual Review Committee (*Chair*: 2004 – 2005)
2001 – 2003	Selection Committee for the Presidential Award for Excellence in Service
2000 – 2003	Faculty Annual Review Committee (*Chair*: 2002 – 2003)

CURRICULUM-RELATED COMMITTEES

2016	College Curriculum Committee (*Chair*: 2016 – 2018; Member: 2007 – 2009)
2015	University Curriculum Committee (*Vice Chair*: 2015-2016, 2017 – 2018)

2011 – 2014	General Education Council
2012	Member of the Program Review Team for the Department of History
2012 – 2018	Chemistry Curriculum Committee
2011 – 2018	Course Scheduling Committee (*Chair*: 2012)
2004	Academic Program Review Committee
2001 – 2010	Department Curriculum Committee
1997	Evaluate the Curricular Options for General Chemistry
1996	Assessment Subcommittee for General Chemistry Curriculum
1997	General Chemistry Assessment Exam Committee (*Chair*)

ADVISING AND STUDENT SUPPORT

2010 – 2013	PACE Council Member
2009 – 2012	PAWS Preview Note Taking Presentations
2010	Bobcat Day Committee
2005 – 2009	Pre-Pharmacy Club Faculty Advisor
2002	Committee for the Early Engagement of Freshman Majors
2001 – 2006	Undergraduate Summer Advising
2000 – 2008	Undergraduate Academic Advisor
1996 – 2001	Faculty Sponsor, Chemistry Club

SEARCH COMMITTEES

2015	Director, Academic Development and Assessment (*Chair*)
2014	Vice President for Finance and Support Services
2014	Assistant Vice President for Information Technology
2014	Lecturer Search Committee (*Chair*)
2014	Stockroom Manager
2013	University Registrar
2012	Administrative Assistant III (*Chair*)
2010	Dean of University College and Director of the PACE Center
2010	Administrative Assistant II for the Faculty Senate (*Chair*)
2009	Tenure-Track Assistant Professor of Chemical Education
2008	Dean, College of Science
2008	Chair of the Department of Chemistry and Biochemistry
2008	Director of the College of Science Advising Office
2008	Advisor II in the College of Science Advising Office
2008	Chief Diversity Officer and Director of Equity and Access

2008	Interview Participant for the Assistant Vice President for Enrollment Management and Director of Undergraduate Admissions
2007	Chair of the Department of Chemistry and Biochemistry
2007	Two Tenure-Track Assistant Professors, Department of Physics
2006	Lecturer in Chemistry
2006	Tenure-Track Assistant Professor
2003	Tenure-Track Assistant Professor of Analytical Chemistry
2002	Tenure-Track Assistant Professor of Inorganic Chemistry (*Chair*)
2000	Tenure-Track Assistant Professor of Organic Chemistry
1998	Tenure-Track Assistant Professor of Inorganic Chemistry
1996	Tenure-Track Assistant Professor of Biochemistry
1994	Director of the Institute for Environmental and Industrial Science

MISCELLANEOUS

2016 – 2017	University Safety Committee (*Chair*)
2015	Selection Committee, Graduate College's Outstanding Dissertation Award
2015 – 2018	Internal Advisory Board for NSF-IUSE Grant (*Chair*)
2014 – 2018	Work Life Advisory Council Member
2012	Bobcat Pause
2011 – 2012	Member of the Board of Directors for the Texas State Alumni Association
2010	LBJ Outstanding Senior Award Selection Committee
2009 – 2012	University Survey Committee
2009 – 2010	Celebration of Shared Governance Committee (*Chair*)
2009	Bobcat Pause
2008	Alumni Association Awards Committee
2006 – 2015	University Council
2004 – 2006	Faculty Focus Group for Blackboard Improvements
2004	Instructional Technologies Showcase Invited Presentation
2003	Instructional Technologies Showcase Invited Presentation
2003	Department of Chemistry and Biochemistry Liaison for Alumni Survey
2000	Texas State Mentor
1999 – 2007	Faculty Sponsor, Alpha Chi National Honor Scholarship Society
1997	SACS Self-Study Committee - Student Development
2015 – 2017	WISE Scholarship Committee
2009 – 2014	Local Affairs and Planning Committee for the Women in Science Conference (WISE)
1994	School of Science Advisory Group on General Studies

2008 –2012	Space Committee (*Chair*)
2005	Workload Policy Committee (*Chair*)
2004	Department Liaison for the Preparation of an Alumni Survey
2000 – 2001	Chemistry Department Space Committee (*Chair*)
1998 – 2001	Undergraduate Scholarship Committee
1998 – 2018	Chemistry Department Computer Laboratory Committee (*Chair*)
1997 – 2000	Chemistry Department Space Committee

COMMUNITY SERVICE

2010	Hernandez Elementary Science Expo
2010	Family Science Night
2009	Family Science Night
2008	Family Science Night
2007	Cub Scout Day Camp Hands-On Chemistry Activities
2006	Presentation ("Careers in Academia") at the Colorado School of Mines, Golden, Colorado
2006	Designed Hands-on Laboratory Exercises for Fifth Grade Girls Science Club at Cory Elementary School, Denver, Colorado
2004	Designed Laboratory Exercise for Hill Country Christian School, San Marcos, Texas
2004	Eanes Elementary School (Science Night), Austin, Texas
2003	Organized a tour of the College of Science for Stacey High School Students, Lackland ISD, San Antonio, TX
2003	Presentation at Hays High School, Kyle, Texas
2003	Eanes Elementary School (Science Night), Austin, Texas
2002	Presentation at Hays High School, Kyle, Texas
2002	Presentation at San Marcos High School, San Marcos, Texas
2001	Eanes Elementary School (Science Night), Austin, Texas
2001	MAES Extravaganza, Texas State, San Marcos, Texas
2001	Presentation at Math and Science Academy (Edgewood School District), San Antonio, Texas
2000	Expanding Your Horizons, University of Texas at Austin, Austin, Texas

Agenda Item No. 7.32

AGENDA ITEM BRIEFING

Submitted by: Salvador Hector Ochoa, Ph.D., President
Texas A&M University-San Antonio

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-San Antonio

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M University-San Antonio (A&M-San Antonio).

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 A&M-San Antonio, the application is submitted with support of the academic department, college dean, provost and senior vice president for academic affairs, and president.

As shown in the exhibit, A&M-San Antonio requests approval for faculty development leave for one faculty member for FY 2027.

A&M-San Antonio 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. Department 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:

The granting of faculty development leave advances strategic plan imperatives three, four, and five by directly supporting the goal of preparing students for successful careers and enhancing A&M-San Antonio's ability to provide students with experiential opportunities while fostering their development as responsible, globally minded citizens. The approved leave will also contribute to building a robust and targeted research portfolio and enhance A&M-San Antonio's research output through high-impact scholarly publications, policy analyses, and data-driven studies, and the ability to focus on the commitment to serving community needs and strengthening the economy.

Agenda Item No. 7.32

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
March 4, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027
Texas A&M University-San Antonio

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 2027, Texas A&M University-San Antonio."**

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Heger
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 7.32
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M UNIVERSITY-SAN ANTONIO

Name/ Title/ Department	Years of Texas A&M-San Antonio Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave, and Benefit to University
COLLEGE OF ARTS AND SCIENCES			
Durant Frantzen Professor Criminology and Political Sciences	18	Fall 2026	Dr. Frantzen's leave will take place in San Antonio, Texas. During the leave period, Dr. Frantzen will conduct research using local court and criminal justice data to complete two peer-reviewed manuscripts focused on DWI sentencing outcomes and domestic violence recidivism and will engage with local criminal justice practitioners to enhance course development. Benefits of the leave include scholarly publications that strengthen the university's research profile, an enhanced curriculum informed by applied practice, strengthened community partnerships, and improved student preparation for careers in the criminal justice field.

Agenda Item No. 7.33

AGENDA ITEM BRIEFING

Submitted by: Salvador Hector Ochoa, Ph.D., President
Texas A&M University-San Antonio

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Electrical 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-San Antonio (A&M-San Antonio) leading to a Bachelor of Science (BS) with a major in Electrical 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-San Antonio is seeking approval for a new BS degree with a major in Electrical Engineering. The proposed program is designed to enable individuals to apply scientific, mathematical, and technical principles in the planning, design, and evaluation of electrical engineering systems.

The curriculum incorporates an innovative "design spine" comprising eight courses, seamlessly integrating engineering design and professional practice experiences with other electrical engineering coursework. This design spine approach serves as the focal point of the program, fostering the development of essential skills such as critical thinking, professionalism, communication, creativity, and entrepreneurial thinking.

There are several public universities in Texas that offer bachelor's degrees in Electrical Engineering. However, the demand for baccalaureate-trained electrical engineers continues to increase with the current programs unable to match the demand. Currently, 24 Texas institutions are noted for providing bachelor's degrees in electrical and electronics engineering; however, none of these programs are delivered in south San Antonio, and only four are delivered within a 100-mile radius.

A&M System Funding or Other Financial Implications:

Estimated new costs over the first five years are $1,466,000 with estimated five-year revenue of $5,269,535. New costs include hiring additional faculty.

Strategic Plan Imperative(s) this Item Advances:

The proposed program supports A&M-San Antonio's strategic plan goals of continued academic excellence and enrollment growth through strategic enrollment management. The proposed program will participate in building academic excellence by preparing graduates to meet the demand for community and job markets and prepare graduates for high salary positions requiring advanced education.

Agenda Item No. 7.33

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
February 18, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Electrical 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-San Antonio, leading to a Bachelor of Science in Electrical Engineering.**
>
> **The Board also authorizes submission of Texas A&M University-San Antonio's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met."**

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-San Antonio

Bachelor of Science
with a major in Electrical Engineering
(CIP 14.1001.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Computational, Engineering, and Mathematical Sciences within the College of Arts and Sciences

Texas A&M University-San Antonio (A&M-San Antonio) is seeking approval for a new Bachelor of Science (BS) degree with a major in Electrical Engineering. The proposed program is designed to enable individuals to apply scientific, mathematical, and technical principles in the planning, design, and evaluation of electrical engineering systems.

The new program requires students to complete 120 semester credit hours. Notably, the curriculum incorporates an innovative "design spine" comprising eight courses, seamlessly integrating engineering design and professional practice experiences with other electrical engineering coursework. This design spine serves as the focal point of the program, fostering the development of essential skills such as critical thinking, professionalism, communication, creativity, and entrepreneurial thinking.

There are 24 public universities in Texas that offer bachelor's degrees in Electrical Engineering. However, the demand for baccalaureate-trained electrical engineers continues to increase with the current programs unable to match the demand. None of the existing programs are delivered in south San Antonio, and only four are delivered within a 100-mile radius.

The following public higher education institutions offer the BS in Electrical Engineering: East Texas A&M University, Lamar University, Midwestern State University, Prairie View A&M University, Stephen F. Austin State University, Tarleton State University, Texas A&M University, Texas A&M University-Corpus Christi, Texas A&M University-Kingsville, Texas A&M University-Texarkana, Texas Southern University, Texas State University, University of Texas at Arlington, University of Texas at Austin, University of Texas at Dallas, University of Texas at El Paso, University of Texas at San Antonio, University of Texas at Tyler, University of Texas Permian Basin, University of Texas Rio Grande Valley, University of Houston, University of North Texas, and West Texas A&M University.

The proposed implementation date is fall 2026.

Texas A&M University-San Antonio 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

Overall employment of electrical and electronics engineers is projected to grow 5% from 2022 to 2032, faster than the average for all occupations. The demand for electrical engineers in Texas is anticipated to remain steady until 2032. Employment in this field is projected to grow slightly faster than the average for all occupations. One of the occupations within utilities employees in Texas that is projected to grow at the fastest rate—16%--from 2020 to 2030 is electrical engineering.

The employment landscape for electrical engineers in the San Antonio area is robust and diverse. In the last six months, employers in the San Antonio-New Braunfels metropolitan region have advertised more than 500 job opportunities specifically seeking candidates with a background in Electrical Engineering. A notable majority, more than 80% of these listings, require candidates to hold bachelor's degrees.

B. Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	50	52	57	60	65
Attrition	0	15	16	17	18
Cumulative Headcount	50	87	127	155	184
FTSE	44.0	76.6	112.1	136.7	162.2
Graduates	0	0	1	15	18

C. Existing State Programs

There are several public universities in Texas that offer bachelor's degrees in Electrical Engineering. However, the demand for baccalaureate-trained electrical engineers continues to increase with the current programs unable to match the demand. Currently, 24 Texas public higher education institutions provide bachelor's degrees in electrical and electronics engineering. None of these programs are delivered in south San Antonio, and only four are delivered within a 100-mile radius.

Texas Public Universities that Offer a Bachelor's Degree in Electrical Engineering

Institution	Program Name	CIP Code
East Texas A&M University	ELECTRICAL ENGINEERING	14.1001.00
Lamar University	ELECTRICAL ENGINEERING	14.1001.00
Midwestern State University	ELECTRICAL ENGINEERING	14.1001.00
Prairie View A&M University	ELECTRICAL ENGINEERING	14.1001.00
Stephen F. Austin State University	ELECTRICAL ENGINEERING	14.1001.00
Tarleton State University	ELECTRICAL ENGINEERING	14.1001.00
Texas A&M University	ELECTRICAL ENGINEERING	14.1001.00
Texas A&M University-Corpus Christi	ELECTRICAL ENGINEERING	14.1001.00
Texas A&M University-Kingsville	ELECTRICAL ENGINEERING	14.1001.00
Texas A&M University-Texarkana	ELECTRICAL ENGINEERING	14.1001.00

Texas Southern University	ELECTRICAL AND COMPUTER ENGINEERING	14.1001.00
Texas State University	ELECTRICAL ENGINEERING	14.1001.00
Texas Tech University	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas at Arlington	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas at Austin	ELECTRICAL AND COMPUTER ENGINEERING	14.1001.00
The University of Texas at Dallas	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas at El Paso	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas at San Antonio	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas at Tyler	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas Permian Basin	ELECTRICAL ENGINEERING	14.1001.00
The University of Texas Rio Grande Valley	ELECTRICAL ENGINEERING	14.1001.00
University of Houston	ELECTRICAL ENGINEERING	14.1001.00
University of North Texas	ELECTRICAL ENGINEERING	14.1001.00
West Texas A&M University	ELECTRICAL ENGINEERING	14.1001.00

II. QUALITY & RESOURCES

A. Faculty

Three new faculty positions will be hired to fulfill the instructional and service needs of the BS in Electrical Engineering program over the initial three years: one in the first year and the remaining two in the second and third years. The initial hire will also serve as the Electrical Engineering program coordinator. These newly appointed faculty members are expected to possess doctoral qualifications in electrical engineering. The trio of engineering faculty will be responsible for delivering core engineering courses, offering students valuable insights into the practical facets of electrical design. In addition, we anticipate adding more adjunct-taught sections of physics and calculus to support the program.

B. Program Administration

Existing program administration will be sufficient. No additional program administration costs are anticipated.

C. Other Personnel

Two additional professional staff positions will be added to coordinate the program and run the labs, at a cost of $105,000 per year.

D. Supplies, Materials

Additional supplies and materials for the program will cost approximately $135,000 over the first five years.

E. Library

The existing library resources are generally sufficient to cater to the needs of the new program. No additional library material costs are anticipated.

F. Equipment, Facilities

A capital investment of $250,000 in equipment and simulation software will be required in Year 1.

G. Accreditation

A&M-San Antonio will pursue accreditation by the Accreditation Board for Engineering and Technology (ABET) for the engineering program at the earliest feasible date, which is contingent upon the graduation of the first student.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS	
Faculty	$1,811,952
Program Administration	$0
Graduate Assistants	$0
Clerical/Staff	$525,000
Supplies & Materials	$135,000
Library & IT Resource	$0
Facilities, Equipment	$250,000
Library	$0
Other[1]	$150,000
Total Costs	**$2,871,952**

SOURCES OF FUNDING	
Formula Funding	$477,884
Statutory Tuition	$797,280
Designated Tuition	$1,708,291
Course Fees	$2,491,761
Other	$0
Total Funding	**$5,475,216**

[1] Cost of Accreditation Board for Engineering and Technology (ABET) accreditation.

Agenda Item No. 7.34

AGENDA ITEM BRIEFING

Submitted by: Salvador Hector Ochoa, Ph.D., President
Texas A&M University-San Antonio

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Biomedical 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-San Antonio (A&M-San Antonio) leading to a Bachelor of Science (BS) with a major in Biomedical 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-San Antonio is seeking approval for a new BS degree with a major in Biomedical Science. The degree program will prepare students for careers in the biomedical sciences, specifically those associated with hospitals, health systems, and biomedical and environmental research agencies.

The proposed BS in Biomedical Science program will require students to complete 120 semester credit hours of coursework. The proposed curriculum will provide students with a strong background in biology and chemistry, while also offering targeted coursework that provides appropriate skill-based and applied knowledge for the biomedical sciences, such as Medical Microbial, Pharmacology, Introduction to Forensic Science, Seminar in Bioscience, Medical Ethics, Biology of Cancer, Introduction to Biomedical Science, Medical Informatics, Endocrinology, and Introduction to Neuroscience. Students will have opportunities for undergraduate research and a required Internship in Biomedical Sciences in partnership with newly developed hospitals and already established health science entities.

There are several public universities in Texas that offer bachelor's degrees in biomedical science. However, the demand for baccalaureate-trained biomedical scientists continues to increase with the current programs unable to match the demand. Currently, 11 Texas public universities are noted for providing bachelor's degrees in biomedical science; however, none of these programs are delivered in south San Antonio, and only four are delivered within a 100-mile radius.

A&M System Funding or Other Financial Implications:

Estimated new costs over the first five years are $415,000, with estimated five-year revenue of $4,058,163. New costs include hiring one additional faculty

Strategic Plan Imperative(s) this Item Advances:

The proposed program supports The Texas A&M University System's (A&M System) strategic plan imperatives that 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; and that students graduate as responsible and engaged citizens prepared for successful careers in an increasingly global economy.

Agenda Item No. 7.34

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
March 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Biomedical 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-San Antonio leading to a Bachelor of Science Degree Program with a major in Biomedical Science.

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

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Texas A&M University-San Antonio

Bachelor of Science
with a major in Biomedical Science
(CIP 26.0102.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Natural Sciences within the College of Arts and Sciences

Texas A&M University-San Antonio (A&M-San Antonio) is seeking approval for a new Bachelor of Science (BS) degree with a major in Biomedical Science. The degree program will prepare students for careers in the biomedical sciences specifically those associated with hospitals, health systems, and biomedical and environmental research agencies.

The proposed BS in Biomedical Science program will require students to complete 120 semester credit hours of coursework. The proposed curriculum will provide students with a strong background in biology and chemistry, while also offering targeted coursework that provides appropriate skill-based and applied knowledge for the biomedical sciences, such as Medical Microbial, Pharmacology, Introduction to Forensic Science, Seminar in Bioscience, Medical Ethics, Biology of Cancer, Introduction to Biomedical Science, Medical Informatics, Endocrinology, and Introduction to Neuroscience. Students will have opportunities for undergraduate research and a required Internship in Biomedical Sciences with partnering hospitals and established health science entities.

The proposed implementation date is fall 2026.

Texas A&M University-San Antonio 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.

I. NEED

A. Employment Opportunities

Overall employment of biomedical scientists is projected to grow between 7 and 11% from 2023 to 2033, faster than the average for all occupations. The demand for biomedical scientists in Texas is expected to remain steady until 2033. Employment in this field is projected to grow slightly faster than the average for all occupations.

B. Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	50	75	112	142	192
Attrition	0	10	18	22	28
Cumulative Headcount	50	65	84	102	142
FTSE	50	92	112	142	192
Graduates	0	0	1	15	18

C. Existing State Programs

There are several public universities in Texas that offer bachelor's degrees in biomedical science. However, the demand for baccalaureate-trained biomedical scientists continues to increase with the current programs unable to match the demand. Currently, 11 Texas public universities are noted for providing bachelor's degrees in biomedical science; however, none of these programs are delivered in south San Antonio, and only four are delivered within a 100-mile radius. Existing institutions that offer the bachelor's degree program include: Sam Houston State University, Sul Ross State University, Sul Ross State University Rio Grande College, Tarleton State University, Texas A&M University, Texas A&M University-Corpus Christi, Texas A&M University-Kingsville, Texas Southern University, University of Texas at Dallas, University of Texas Rio Grande Valley, and University of Houston.

II. QUALITY & RESOURCES

A. Faculty

One new faculty position will be hired to fulfill the instructional and service needs of the program in the third year. The new faculty member is expected to possess doctoral qualifications in biomedical science or a closely related field. An existing faculty member will serve as program coordinator. Existing terminal-degree faculty in biology, chemistry, physics, psychology, health, and water resources will deliver required courses.

B. Program Administration

Existing program administration will be sufficient. No additional program administration costs are anticipated.

C. Other Personnel

Existing personnel will be sufficient. No additional personnel costs are anticipated.

D. Supplies, Materials

No additional supply or material expenses are anticipated.

E. Library

The library resources at A&M–San Antonio are generally sufficient to cater to the needs of the program. No additional library material costs are anticipated.

F. Equipment, Facilities

A capital investment of $100,000 in equipment and simulation software will be required in Year 1.

G. Accreditation

Texas A&M University-San Antonio is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. No additional accreditation will be required.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS	
Faculty	$255,000
Program Administration	$0
Graduate Assistants	$0
Supplies & Materials	$0
Library & IT Resources	$0
Facilities, Equipment	$100,000
Supplies and Materials	$0
Other[1]	$60,000
Total Costs	**$415,000**

SOURCES OF FUNDING	
Formula Income	$1,008,876
Statutory Tuition	$550,530
Designated Tuition	$1,284,571
Course Fees	$1,629,186
Other	$0
Total Funding	**$4,473,163**

[1] Supplemental adjunct instruction.

Agenda Item No. 7.35

AGENDA ITEM BRIEFING

Submitted by: Ross Alexander, Ph.D., President
Texas A&M University-Texarkana

Subject: Appointment of the Assistant Provost for Academic Affairs at Texas A&M University-Texarkana

Proposed Board Action:

Appoint Dr. Kimberly Murray as Assistant Provost for Academic Affairs at Texas A&M University-Texarkana, effective immediately.

Background Information:

Dr. Kimberly Murray is recommended for the position of Assistant Provost for Academic Affairs at Texas A&M University-Texarkana. Dr. Murry brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Assistant Provost for Academic Affairs at Texas A&M University-Texarkana, Dr. Murray will work closely with the provost to advance the academic mission of the institution. Responsibilities will include providing oversight and guidance for academic programs, supporting faculty development and student success, and fostering collaboration across colleges and administrative units. Dr. Murray will also contribute to strategic planning and institutional effectiveness, promote excellence in teaching, research, and service, and ensure that academic initiatives support the broader goals of the institution and The Texas A&M University System (A&M System).

A copy of the curriculum vitae of Dr. Murray is attached.

A&M System Funding or Other Financial Implications:

Provost Worthen recommends an initial salary of $130,000.00.

Strategic Plan Imperative(s) this Item Advances:

This proposed appointment advances all of the A&M System's strategic imperatives by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas, and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability. In doing so, the appointment directly contributes to realizing the A&M System's vision of being the system of choice for students, employers, faculty, staff, and research funders.

Agenda Item No. 7.35

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
April 1, 2026

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

Subject: Appointment of the Assistant Provost for Academic Affairs of Texas A&M University-Texarkana

I recommend adoption of the following minute order:

> **"Dr. Kimberly Murray is hereby named the Assistant Provost for Academic Affairs at Texas A&M University-Texarkana, effective immediately, at an initial salary of $130,000.00."**

Respectfully submitted,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]
James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

Salary Justification Form
Personnel Actions Requiring Board Action

Name: Dr. Kimberly Murray

Title: Assistant Provost

Salary: $ 130,000.00

Conference: $_____ (Required for Athletic Department hires, provide median salary for the same/similar position within the University Conference)

Internal Salary Data:
(Include titles and salaries for comparable positions within the University community)

Name	Job Title	Annual Salary
1. Mattie Dunlap	Assistant Provost - East Texas A&M University	$138,375
2. Dr. Angela Parmentier-Sikorski	Past Assistant Provost - TAMUT	$116,174
3. Jane Mims	Assistant Provost - TAMU -San Antonio	$126,556.20
4. Ryan Erck	Assistant Provost - East Texas A&M University	$120,000.12
5. Lindsey Garza	Texas A&M System Shared Service Center	$142,468.92

External Market Data:
(Include any data from external sources relevant to the University's salary determination. This could include, but is not limited to, data from other A&M System members, databases, labor-market survey statistics, or comparative analytics.)

Name	Job Title	Annual Salary
1. CompAnalyst / Salary.com	Associate Provost	$147,900
2.		
3.		
4.		
5.		

Comments, if necessary:

South Region, Education, 200-500 FTEs used for CompAnalyst data

Dr. Kimberly Murray

College of Arts, Sciences, and Education, Sociology Program
Texas A&M University-Texarkana
Associate Professor of Sociology
Texarkana, TX, 75503
Phone: (903) 223-3014
E-mail: kmurray@tamut.edu

Education

University of Oklahoma, Norman, OK
Ph.D. in Sociology, May 2015
GPA: 4.0

University of Arkansas, Fayetteville, AR
M.A. in Sociology, May 2011
GPA: 4.0

University of Arkansas, Fayetteville, AR
B.A. in Sociology
B.A. in Criminal Justice
Minor in English
Summa Cum Laude, May 2009
GPA: 4.0

Academic Work Experience

Texas A&M University–Texarkana

- **Presiding Officer**, Faculty Advisory Council (2025)
- **Honors College Faculty** (2024–present)
- **Co-Director**, Office for Teaching and Faculty Advancement (2023–present)
- **Program Coordinator**, Sociology (2022–present)
- **Associate Professor of Sociology**, Tenured (2021–present)
- **Assistant Professor of Sociology**, Tenure Track (2015–2021)
- **Ad-Interim Instructor of Sociology** (2014–2015)

University of Oklahoma, Norman, OK

- **Graduate Teaching Assistant**, Sociology Department (2011–2015)

University of Arkansas, Fayetteville, AR

- **Research Assistant**, Terrorism Research Center (2010–2011)
- **Graduate Teaching Assistant**, Sociology Department (2009–2010)

Teaching Philosophy

My teaching philosophy centers on fostering an engaging learning environment where students feel empowered to explore, question, and apply sociological concepts to real-world issues. I believe in the importance of active learning, where students are encouraged to participate in discussions and engage with diverse perspectives. By integrating innovative teaching methods and technologies, such as activities and methods I have learned from ACUE's (Association of College and University Educators) course offerings, LinkedIn Learning opportunities for students, and research and data from the current body of sociological literature, I aim to enhance the learning experience and prepare students for the evolving demands of contemporary society. I am committed to supporting each student's unique learning journey, providing clear guidance, constructive feedback, and opportunities for critical thinking and self-directed learning. Ultimately, my goal is to inspire students to become thoughtful, informed, and socially responsible individuals who can contribute meaningfully to their communities and beyond.

Courses Taught

Delivered via multiple modalities at 16-week, 8-week, and 5-week integrals:

- **IS 1100** University Foundations
- **UNIV 1100** University Foundations
- **SOCI 1301** Introduction to Sociology
- **SOCI 1306** Social Problems
- **SOCI 2301** Marriage and Family
- **SOCI 2319** Diversity Studies
- **SOCI 2350** Introduction to Social Work
- **SOCI 2370** Contemporary Social Issues and Concerns
- **SOC 314** Social Psychology
- **SOCI 335** Media and Society
- **SOC 354** Research Methods
- **SOCI 355** Medical Sociology
- **SOC 385** Globalization & Social Change
- **SOC 420** Managing Cultural Differences
- **SOC 423** Health and Society
- **SOC 480** Careers in Sociology

- **SOC 485** Religion and Society
- **SOC 495** Internship
- **SOC 1113** Introduction to Sociology
- **SOC 3133** Methods of Social Research
- **SOC 3723** Sociology of the Family
- **SOC 3900** Sociology of the Environment
- **SOC 3573** Sociology of Religion
- **CRIM 2023** Introduction to Criminology

Research Interests

Social Institutions · Educational Technology · Generative Artificial Intelligence

Research Agenda

My research focuses on examining how social institutions are impacted by social trends and new technological and policy-related developments. By exploring the intersection of these topics, I aim to understand how traditional social institutions like education are evolving in response to these influences. This includes investigating how demographic variables and situational contexts shape and are shaped by institutional practices, how social trends influence institutional change, and how policy and other technological advancements, such as generative AI, are transforming the functions and roles of these institutions. This research agenda seeks to provide a nuanced understanding of the complex interactions between social institutions and these critical factors, ultimately contributing to the development of informed and adaptive policies and practices.

Peer-Reviewed Publications

In Progress / Under Review

- "Understanding Faculty and Administrative Perspectives on Generative AI at a Regional University." *(In progress)*
- "Developing Your Sociological Imagination: Sociological Theory and Generative AI." *Under review*, *The Journal of Public and Professional Sociology*

Published Articles in Peer-Reviewed Journals

- Strunc, A., Murray, K.M., & Godwin, A.J. (2022). "Closing the Gap or Accelerating the Problems: A Discourse Analysis of H.B. 4545." *Journal of Universality of Global Education Issues*, 9(2)
- Strunc, A. & Murray, K. (2019). "Understanding the Relationship between Gender and Self-Efficacy in Northeast Texas Public Schools." *Journal of Human Services: Training, Research, and Practice*, 3(2)
- Murray, K. (2018). "A Comparative Analysis of Conviction Outcomes of American Domestic Terrorists." *International Journal of Comparative and Applied Criminal Justice*, 42(1), 75–88
- Murray, K. (2017). "Intensive Mothering on the Homefront: An Analysis of Army Mothers." *Sociological Spectrum*, 37(1), 1–17
- Holyfield, L., Cobb, M., Murray, K., & McKenzie, A. (2013). "Red Dirt Roadies, Rainbow Peaceniks, and Picker's Paradise: A Collaborative Study of Identity Work in Alternative Music Scenes." *Symbolic Interaction*, 36(4), 457–477

Editor-Reviewed Publications

In Progress

- "The Naturalization Act of 1790." *Encyclopedia of Race, Crime, and Justice*
- "Age." *Encyclopedia of Organizational Sociology*

Published Chapters & Entries

- Welch, L. & Murray, K. (2020). "Pregnancy and Paths to Financial Freedom: A Tale of Two Gallagher Sisters." In *Shameless Sociology: Critical Perspectives on a Popular Television Series*, Cambridge Publishing
- Murray, K. (2017). "Subculture." *Encyclopedia of Corrections*, Wiley-Blackwell
- Murray, K. (2017). "Research is Like Building a House: Lessons from My Early Experience in Sociological Research." *Research World*, 14(2)
- Murray, K. (2015). Book Review: *Total Liberation* by David Naguib Pellow. *Human Ecology Review*, 21(1), 336
- Murray, K. (2014). "Conflict Theory." *Encyclopedia of Social Deviance*, Sage Publications
- Smith, B. & Murray, K. (2011). "Characteristics of Border Crossings and Border Crossers Involved in American Terrorism." *Journal of Homeland Security* (White Paper)

Technical Reports

- Contributor, Final Report, *International Economy and Society Summer School*, Cork, Ireland (2014)
- Data Analyst, "Border Crossings and Terrorist Attacks in the United States," START Consortium, U.S. DHS (2012)
- Co-author, *Belize Service-Learning Project Evaluation*, Community and Family Institute, University of Arkansas (2011)

Technical Skills & Experience

- SQL Developer
- SPSS, STATA
- Microsoft Office, Microsoft Copilot
- Adobe Acrobat
- Coding for Qualitative Research
- HyperResearch & HyperTranscribe Software
- Quantitative Data Entry & Analysis
- Evaluation & Assessment Research
- Grant Writing
- Technical Report Writing

Regional, National, and International Research Presentations

- *Understanding Faculty and Administrative Perspectives on Generative AI at a Regional University*
  Generative AI: Teaching and Scholarship Workshop, Mid-South Sociological Association Annual Conference, 2025
- *Student Survey Data about AI at a Southern Regional University*
  Roundtable: AI, Scholarship, and Teaching, Mid-South Sociological Association Annual Conference, 2024
- Scholarship Roundtable Discussant (Topics: Inequality & Social Psychology)
  Southwestern Social Science Association Annual Conference, 2023
- Roundtable Organizer & Co-Presenter, *Media & Society*
  Mid-Southern Interdisciplinary Sciences Association Annual Meeting, 2022

- *Pregnancy and Paths to Financial Freedom: A Tale of Two Gallagher Sisters*
  Shameless Sociology Panel, Southern Sociological Society Annual Conference, 2022
- *Closing the Gap or Accelerating the Problems: A Discourse Analysis of HB 4545* (with Abbie Strunc)
  Consortium of State Organizations for Texas Teacher Education (CSOTTE), 2022
- *Pregnancy and Paths to Financial Freedom: A Tale of Two Gallagher Sisters*
  Shameless Sociology Roundtable, Southwest Pop/American Culture Conference, Albuquerque, NM, 2020
- *Overview of Leader-Member Exchange* (Co-presented)
  International Academy of Business and Public Administration Disciplines Conference, Orlando, FL, 2020
- *Servicemember, Student Veteran, College Student* (Co-presented)
  5th Veterans in Society Conference, St. Louis, MO, 2020
- *Sexual Harassment Narratives*
  Society for the Study of Social Problems Annual Meeting, New York, NY, 2019
- *Leader-Member Exchange and Motivation*
  Honors Colloquium, Texas A&M University–Texarkana, 2019
- *Deeply Held Beliefs and Discourses of Eco-Terrorism*
  American Sociological Association Annual Meeting, Philadelphia, PA, 2018
- *A Gendered Analysis of Teacher Self-Efficacy in Texas Public Schools*
  Mid-South Sociological Association Annual Meeting, Chattanooga, TN, 2017
- *Impact of Experience on Teacher Self-Efficacy*
  Mid-Southern Interdisciplinary Sciences Association Annual Meeting, Franklin, TN, 2017
- *Ideological Links between Eco-Terrorism, Eco-Feminism, and Environmentalism*
  Mid-South Sociological Association Annual Meeting, North Charleston, SC, 2016
- *Symbolic Presentation and Punishment of Domestic Terrorists*
  Academy of Criminal Justice Sciences Annual Meeting, Denver, CO, 2016
- *Activists or Ecoterrorists?*
  Mid-South Sociological Association Annual Meeting, Lafayette, LA, 2015
- *Gender, Religion, Culture, and Environmental Consciousness*
  American Sociological Association Annual Meeting, Chicago, IL, 2015
- *Framing by Ecoterrorist and Political Extremist Groups*
  Oklahoma Sociological Association Annual Meeting, Oklahoma City, OK, 2014
- *Discourses on Race among Native American, Black, and White Communities*
  Society for the Study of Social Problems Annual Meeting, New York, NY, 2013
  Also presented at University of Oklahoma Sociology Annual Meeting and Graduate Research Fair
- *Narratives of Identity in Festival Culture*
  Society for the Study of Symbolic Interaction Annual Meeting, Atlanta, GA, 2011
- *Border Crossings and American Terrorism*
  DHS University Network Summit, Washington, D.C., 2011
- *Border Crossings by Terrorists Targeting the U.S.*
  American Society of Criminology Annual Meeting, San Francisco, CA, 2010
- *Red Dirt and Recklessness: Culture and Social Structure in Alternative Country Music*
  Undergraduate Sociology & Anthropology Symposium, Conway, AR, 2009

Citation Impact & Scholarly Recognition

Cited Work in Peer-Reviewed Journals and Books, demonstrating the reach and relevance of published research:

- *International Journal of Event and Festival Management*
- *Contemporary Voices: St Andrews Journal of International Relations*

- *Journal of Criminal Justice*
- *Journal of Leisure Research*
- *Feminist Criminology*
- *Annual Review of Criminology*
- *Symbolic Interaction*
- *Event Management*
- *Frontiers in Virtual Reality*
- *Ethnography*
- *Leisure Sciences*

Professional Memberships & Positions Held

- American Sociological Association
- Society for the Study of Social Problems
- Mid-South Sociological Association
    - Editorial Board Member, *Sociological Spectrum* (2018–2021)
- Alpha Kappa Delta (AKD) – Sociology Honor Society
    - Chapter President, University of Arkansas (2010–2011)
    - Faculty Advisor and Representative at Texas A&M University-Texarkana (ongoing)
- Alpha Phi Sigma (APS) – Criminal Justice Honor Society
    - Founding Member & Vice President, University of Arkansas (2007–2008)
- Phi Beta Kappa – National Academic Honor Society
- Golden Key International Honour Society

Honors, Awards & Grants

- Distinguished Faculty Award, Texas A&M University–Texarkana Alumni Association (2025)
- ACUE Certificate – Effective College Instruction (2025), a nationally recognized certification from the highest-quality teaching credential endorsed by the American Council on Education (ACE)
- Faculty Research Grant – AI in Education Study, TAMUT Office of Research & Sponsored Projects ($4,000, 2024)
- Tribute to Scholarship Recognition, TAMUT Library (2021)
- Experiential Education Academy Membership, National Society for Experiential Education (2020)
- Award for Excellence in Undergraduate Teaching, TAMUT Academic Honors Program (2019)
- Certificates of Appreciation – 10 Years of Service (2024), 5 Years of Service (2020), Connect 360 Commitment (2019)
- FRED Grant – Hyper Research & Transcribe Software for Faculty & Student Research ($1,750, 2018)
- Scholarship Acknowledgements, TAMUT (2015–2017)
- Graduate Honors
    - Graduate Fellowship, University of Oklahoma ($76,936, 2010–2014)
    - Nomination, Outstanding Sociology Doctoral Student, University of Oklahoma (2015)
    - Sociology Department Travel Award, Cork, Ireland ($500, 2014)
    - Robberson Travel Grant, Society for the Study of Social Problems ($500, 2013)
    - Grasmick Research Scholarship, University of Oklahoma ($2,500, 2011)
- Undergraduate Honors
    - Honors College Fellowship Scholarship ($55,273, 2005–2009)
    - Harold D. Hantz Scholar's Award, Fulbright College ($200, 2009)
    - Bernice Jones Endowment Award for Sociology ($500, 2009)
    - SURF Grant for Honors Thesis ($1,250, 2009)
    - Honors College Research & Study Abroad Grants ($4,250 total, 2008)

Service & Leadership

Service & Leadership Philosophy

My service philosophy is grounded in the belief that meaningful engagement with the community and active participation in university life are essential to fostering a vibrant and supportive academic environment. This is what "Soar Eagles!" means to me. I am committed to contributing my time and expertise to various committees, community initiatives, and student and faculty support activities, recognizing that these efforts enhance the overall educational experience and promote a sense of belonging. By collaborating with colleagues, students, and community partners, I aim to address pressing social issues, support institutional goals, and create opportunities for civic engagement. Ultimately, my goal is to make a positive impact on both the university and my broader community and discipline, fostering a culture of service, collaboration, and continuous improvement.

Editorial & Review Roles

- Editorial Board Member, *Sociological Spectrum* (2018–2021)
- Article Reviewer for peer-reviewed scholarly journals: *American Journal of Sexuality Education, Armed Forces & Society, Qualitative Sociology, Crime and Delinquency*
- Invitation to be a reviewer for peer-reviewed scholarly journals: *Families, Relationships, and Societies* and *Journal of Criminal Justice*
- Proposal Reviewer, National Conferences on Students in Transition & First-Year Experience
- Contributor, Pearson Writing Space Essay Project
- Book Evaluator, Annual Editions: *Race and Ethnic Relations*, 20th ed., McGraw-Hill
- Book Evaluator, *Taking Sides: Clashing Views in Drugs and Society*, 11th ed., McGraw-Hill
- Chapter Reviewer, *The Sociology Project* on REVEL platform

Program, Department, and Division

- Submitted Directed Electives for Sociology as part of the finalized Texas Transfer Field of Study Curriculum to the Texas Higher Education Coordinating Board
- Supported statewide transfer alignment by contributing to the development of institution-specific curriculum elements
- Led departmental budget review and academic scheduling for Sociology program (Spring, Summer, Fall)
- Approved revisions to the sociology minor and expanded online course offerings following Fall 2022 online major designation
- Reviewed and edited program promotional materials; ordered marketing materials for recruitment events
- Participated in presidential and CASE dean search meetings; contributed faculty insights
- Served on committees to consider emeritus status for Dr. Emily Cutrer & Dr. David Allard
- Represented Sociology program and club at Eagle Preview Day and Best Week Ever; coordinated events and budget planning
- Provided feedback on instructional tools (Respondus, ProctorU) to administration
- Conducted program data review to support student retention and graduation goals
- Approved 4-year degree plan for sociology majors; completed WebFocus training
- Collaborated with Social Work and Nursing departments to explore interdisciplinary gerontology minor
- Celebrated Alpha Kappa Delta initiates with poster display to promote honors society engagement
- Member of Criminal Justice, Political Science, and CASE dean search committees

University Committee Involvement

- OER/OE Committee; CASE & OTAFA Representative
- TAMUT Strategic Planning and Budget Board
- Tenure and Promotion Standardization Committee
- Academic Standards Committee, Faculty Senate
- Rules and Procedures Committee, Faculty Senate
- Budget Committee, Faculty Senate
- Center for Teaching Excellence Taskforce
- AI Taskforce, served as OTAFA representative, advisory
- Faculty Handbook Development Committee, served as OTAFA representative, advisory
- Service-Learning Taskforce, Co-Director
- Intercollegiate Athletic Council
- Eagle Experience Committee
- First-Year Experience (FYE) Steering Committee & Subcommittees
- Curriculum Committee
- PLACE Committee
- Foundations of Excellence Transitions Initiative
- Engaging Nonacademic Units Committee

Faculty Mentorship & Professional Development in Teaching

- Transforming Assignments in the Age of AI (A Thought Exercise), a Quick Study Course of ACUE
- Co-Director, Office for Teaching and Faculty Advancement (OTAFA); led New Faculty Orientation and year-round programming for Faculty Professional Development
- Hosted workshop: *Effective Teaching* (Spring 2022)
- New Faculty Mentor (2017–2020)
- Core Curriculum Reviewer; evaluated student artifacts for academic standards and learning objectives
- Completed Experiential Education Academy (EEA) workshops; attended NSEE Annual Conferences (Savannah, GA & St. Pete Beach, FL)
- Member, El Cadre for Experiential Learning Coaching (2018–present); reviewer of experiential learning artifacts and internship materials
- Presenter and collaborator on service-learning initiatives and study abroad program development (Mexico & Ireland)
- Integrated ASA TRAILS teaching resources into course design (2017, 2019)
- Co-developed interdisciplinary courses: *Honors Colloquium: Science & Society* and *IS-1100 Learning Community*
- Certified in Quality Matters APPQMR; completed NEARPOD Boot Camp, ACUE's courses and quick studies, and emerging tech workshops
- Developed *Careers in Sociology* course; incorporated career readiness and student services data into instruction
- Active in mentoring workshops, retention initiatives, and curriculum evaluations

Student Research & Mentorship

Publication Collaboration

- Welch, Leslie and Kimberly Murray. 2020. *"Pregnancy and Paths to Financial Freedom: A Tale of Two Gallagher Sisters."* In *Shameless Sociology: Critical Perspectives on a Popular Television Series*, edited by Jennifer Beggs Weber & Pamela M. Hunt. Cambridge Publishing.

Dissertation Committee Member, Education Leadership Doctoral Program, TAMUT

- Kasey Coggin – *The Relationship Between Mindfulness and School Leader Stress*
- Georgia Neuman – *A Transcendental Phenomenological Study of Elementary Principals' Lived Experiences as the Campus Leader During a 21st Century Pandemic*
- Joy Higdon – *The Case of a Small Rural School District Thriving Following Consolidation in Southwest Arkansas*
- Jenny Walker – *The Influence of Emancipatory Leadership, Collective Impact, and Functional Literacy Education on Power Structures in Sebastian County, Arkansas: An Explanatory Case Study of the 100 Families Alliance During Its First Two Years*
- Nathaniel Riley, Jr. – *Wisdom from Elders: Lived Experiences of African American College Graduates from Rural Mississippi (1964–1973)*

Undergraduate Research Advising

Advisor for Student Presentations at the Pathways Symposium and NCUR

- Ta'Mar Coby – *Sociology and Music*
- Leslie Welch – *Motherhood in Media*
- Essie Pippins – *Religion and Political Affiliation*
- Kaitlyn Lindsey – *Mental Health*
- Allison Hall – *Social Exchange Theory and Love*
- Shellby Halliburton – *Sociopolitical Conditions in Chiapas, Mexico*

Student Awards & Showcases

Faculty Sponsor for PLACE Undergraduate Paper Competition and Experiential Learning Showcase

- Allison Hall – *Social Exchange Theory and Love*, 3rd Place
- Essie Pippins – *Religious Influence in American Politics*, 3rd Place
- Maria Byrd – *Using Curanderos in Hispanic Communities*, 3rd Place
- Kimberly Robinson – *Social Responsibility: Impact on Prevention of Domestic Violence*, 3rd Place
- Anastasia Moore – *Roblox: A Gaming and Social Experience*, 2nd Place
- George Sawyer – *Sociology Through Twitch*, 3rd Place

Community Engagement

- Member, Maud ISD School Health Advisory Council (2024-present)
- Coordinated campus visits for Maud ISD e-sports students; facilitated meetings with university leadership and campus tours
- Promoted higher education access through student engagement and outreach
- Former Institutional Representative, Women in Higher Education
- Member & Graduate, Leadership Texarkana
- Collaborated with TAMUT Honors College and City of Texarkana to develop Signature Opportunities for Honors students
- Participated in homelessness initiative with TAMUT and Texarkana Homeless Coalition; ongoing involvement in coalition events
- Partnered with 100 Families Alliance to support student internships and civic engagement
- Facilitator, PLACE Book Clubs, Presentations, and Events
- Community partnerships with TRAHC, Opportunities Inc., and Temple Memorial
- Judge, Texarkana Regional History Day
- Certified in Adult Mental Health First Aid, National Council for Mental Wellbeing

- Completed Green Zone Veterans Support Advocate Training
- Faculty Representative: Eagle Open House, Orientation, and College Fairs
- Organizer: Sociology Society events, fundraisers, and film discussions
- Presenter: FYE Coaching & Learning Communities at national conferences
- Featured in QEP Experiential Learning video and DEI Women's History Month spotlight
- Participant: Arkansas Delta Oral History Project
- Presenter & Coordinator: "Considering a Major in Sociology," Fayetteville High School
- Participant: Hope 2010 Veterans & Homeless Services Event
- Member, Texarkana Young Professionals Organization (2014–2016)

Professional References

- Dr. Emily Cutrer – Interim President, Sonoma State University
    - Email: ecutrer415@gmail.com | Phone: 760-496-8192
- Dr. Nancy Shankle – Associate Vice Chancellor, Provost of the RELLIS Academic Alliance
    - Email: nshankle@rellis.tamus.edu | Phone: 979-317-3452
- Mr. Anthony Pinkham – Market President at State Bank
    - Email: anthony.pinkham@statebankofdekalb.com | Phone: 903-276-0063

Agenda Item No. 7.36

AGENDA ITEM BRIEFING

Submitted by: Ross Alexander, Ph.D., President
Texas A&M University-Texarkana

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-Texarkana

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M University-Texarkana (A&M-Texarkana).

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 A&M-Texarkana, the application is submitted with support of the academic department, college dean, faculty developmental leave committee (appointed by faculty peers), provost and executive vice president for academic affairs, and president.

As shown in the exhibit, A&M-Texarkana requests approval for faculty development leave for one faculty member for FY 2027.

A&M-Texarkana 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 load by adjusting course offerings the next academic year.

Strategic Plan Imperative(s) this Item Advances:

The granting of Faculty Development Leave allows for the promotion of the fourth imperative increasing prominence by building a robust and targeted research portfolio.

Agenda Item No. 7.36

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
March 3, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-Texarkana

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 2027, Texas A&M University-Texarkana."**

Respectfully submitted,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 7.36
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M UNIVERSITY-TEXARKANA

Name/ Title/ Department	Years of A&M-Texarkana Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF NURSING, HEALTH, AND HUMAN SERVICES			
Shihui Chen Professor Health Professions (Kinesiology)	10	Fall 2026	Dr. Chen's leave will take place primarily in Texas – focused on collecting paralympic games related materials for his book with Texas Parasports Association in the Austin, San Antonio, Wimberley, and Houston areas, as well as in Texarkana, to compile the book and conduct online course design. Dr. Chen's professional development leave will include three interrelated objectives: (1) compiling a textbook entitled "Teaching and Coaching Paralympic Sports" that will serve as a study guide for KINE 433, which currently has no dedicated textbook; (2) designing a Virtual Reality (VR)- and Artificial Intelligence (AI)-integrated, web-based teaching and learning package (template) to support movement analysis and skill acquisition; and (3) completing and submitting a systematic review article tentatively titled "Benefits of Exergames (VR/Motion-based Games) on Improving Motor Skills and Active Participation in Children with Autism." These activities fit within the types of study, research, writing, and creative work envisioned in the procedure and are directly tied to the kinesiology curriculum and the university's instructional mission. In addition, the VR/AI integrated template is intended to be shared in PLACE (Program for Learning and Community Engagement) events and other professional workshops and conferences on and beyond the A&M-Texarkana campus, extending the university's visibility and impact.

Agenda Item No. 7.37

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 Business and Data Analytics 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 (BS) in Business and Data Analytics**,** 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 BS degree in Business and Data Analytics. The proposed program is designed to prepare students to transform data into strategic insights that drive business decisions. Graduates are equipped for data-driven roles across a wide range of industries including finance, marketing, operations, healthcare, and consulting, as well as for advanced study in analytics, information systems, and related fields.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the BS in Business and Data Analytics. The proposed program will utilize three existing faculty as core and hire two additional core faculty in year one. The new costs for the first five years will not exceed $2 million.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Business and Data Analytics 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. 7.37

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
February 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Business and Data Analytics 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 in Business and Data Analytics.

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,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Texarkana

Bachelor of Science
with a major in Business and Data Analytics
(CIP 30.7102.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Business, Engineering, and Technology, Division of Information Sciences and Computing Technologies

The Bachelor of Science (BS) degree with a major in Business and Data Analytics (BDA) prepares students to transform data into strategic insights that drive business decisions. The program integrates analytical techniques, statistical modeling, data management, and emerging technologies with core business knowledge. Students learn to collect, analyze, visualize, and interpret data; apply predictive and prescriptive analytics; and communicate evidence-based recommendations to stakeholders.

Graduates are equipped for data-driven roles across a wide range of industries, including finance, marketing, operations, healthcare, and consulting, as well as for advanced study in analytics, information systems, and related fields. Program learning outcomes include:

1. Data Management and Analytical Modeling - Graduates will collect, clean, manage, and analyze data using statistical, computational, and machine learning techniques to generate actionable business insights.
2. Data Visualization and Communication - Graduates will create effective data visualizations and communicate analytical findings, providing clear insights to support decision-making.
3. Technical Proficiency and Ethical Responsibility - Demonstrate proficiency with modern analytics tools and programming languages while applying ethical and legal frameworks in business environments.

The proposed degree program comprises 120-semester credit hours.

The proposed implementation date is fall 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.

I. NEED

A. Employment Opportunities

Employment of Data Scientists is projected to grow to 34% from 2024 to 2034, faster than the average for all occupations according to the U.S. Bureau of Labor Statistics (BLS). The overall employment openings for such roles are expected to add nearly 82,500 new jobs between 2024 and 2034. Many of those openings include occupations such as software

developers, information security analysts, and data scientists. In Texas, the projected employment for Data Scientists from 2022 to 2032 is expected to increase significantly at 53.2%, creating 20,250 positions with 1,690 average annual openings.

B. Projected Enrollment

Table 1 provides the projected enrollment for the Business and Data Analytics program. The enrollment projections include a steady increase in enrollment from year one through five. The Science, Technology, Engineering, and Math (STEM) designation of the CIP code for this degree program should appeal to the international student population and assist with meeting projected enrollment.

Table 1: Projected Enrollment

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	5	7	10	13	15
Out-of-state	3	6	7	9	10
Out-of-country	2	5	7	8	10
Part-Time					
In-state	2	3	5	7	8
Out-of-state	1	2	3	5	6
Out-of-country	0	0	0	0	0
Total	**13**	**23**	**32**	**42**	**49**

C. Existing State Programs

Existing degree programs provided are distributed geographically across Texas. In Texas, the projected employment for Data Scientists from 2024 to 2034 is expected to increase significantly. Table 2 shows the existing programs offered at Texas public universities.

Table 2: Existing State Programs with Graduates

Degree Title & Designation	University	CIP Code	Graduated Students 2023-2024
Business Analytics, BBA	East Texas A&M University	30.7102.00	18
Business Analytics and Information Systems, BBA	Midwestern State University	30.7102.00	0
Business Analytics, BBA	Texas A&M University-Corpus Christi	11.0401.00	0
Business Analytics, BBA	The University of Texas at Arlington	30.7102.00	0
Business Analytics, BBA	The University of Texas at Austin	30.7102.00	22
Business Analytics, BBA	The University of Texas at Dallas	30.7102.00	26
Information Systems and Business Analytics, BBA	The University of Texas at El Paso	11.0103.00	24
Business Analytics, BBA	The University of Texas at San Antonio	30.7102.00	16
Business Analytics, BBA	The University of Texas Rio Grande Valley	30.7102.00	0
Business Analytics, BBA	University of North Texas	30.7102.00	73
Business Analytics, BBA	University of North Texas at Dallas	30.7102.00	13

Source: IPEDS Reported Data for 2023-2024, THECB Degree Inventory and Accountability System 2026.

II. QUALITY & RESOURCES

A. Faculty

The proposed program will utilize three existing faculty as core and hire two additional core faculty in year one. The estimated cost per year for the core faculty is $234,000.

B. Program Administration

Additional program administration costs are not required.

C. Other Personnel

Additional personnel costs are not required.

D. Supplies, Materials

Additional supplies and materials costs are not required.

E. Library

Additional library materials costs are not required.

F. Equipment, Facilities

Additional equipment and facilities are not required.

G. Accreditation Page

The proposed program will not obtain additional accreditation.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$936,000		Formula Income	$662,322
Program Administration			Statutory Tuition	
Graduate Assistants			Reallocation	
Supplies & Materials			Designated Tuition	
Library & IT Resources			Other Funding:	
Equipment, Facilities			Tuition	$1,713,622
Other			Fees	$633,960
Estimated 5-Year Costs	$936,000		Estimated 5-Year Revenues	$3,009,904

Agenda Item No. 7.38

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 Construction 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 Texas A&M University-Texarkana (A&M-Texarkana) leading to a Bachelor of Science (BS) in Construction 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:

A&M-Texarkana is seeking approval to offer a degree program leading to the BS in Construction Management. The proposed program is designed to prepare students for future employment and/or certification as construction managers who can apply their knowledge in the construction of public and private projects. The curriculum is intended to develop students' conceptual and construction management competencies, including the development of technical, managerial and communication skills and provide strong preparation for students taking construction management certifications.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the BS in Construction Management. The proposed program will utilize one existing faculty member and hire one additional faculty in year one and one additional faculty in year two. The proposed degree program costs in the first five years will not exceed $2 million.

Strategic Plan Imperative(s) this Item Advances:

The proposed B.S. in Construction Management 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. 7.38

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
February 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Construction 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 Texas A&M University-Texarkana leading to a Bachelor of Science in Construction Management.**
>
> **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,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Texas A&M University-Texarkana

Bachelor of Science
with a major in Construction Management
(CIP 15.1001.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Business, Engineering, and Technology; Division of Engineering

The proposed Bachelor of Science (BS) in Construction Management will consist of 120 semester credit hours. The proposed degree program will prepare students for professional careers in Construction Management in the northeast Texas region. This degree focuses on the planning and construction of horizontal and vertical projects. The program prepares students for future employment and/or certification as construction managers who can apply their knowledge in the construction of public and private projects. The curriculum is intended to develop students' conceptual and construction management competence, which will include developing technical, managerial, and communication skills. Finally, the curriculum will provide strong preparation for students taking construction management certifications.

Graduates of the program will be able to:

- Interpret construction drawings, specifications, and building codes.
- Prepare accurate cost estimates, quantity takeoffs, and project budgets.
- Develop and manage construction schedules using industry-standard tools.
- Oversee field operations, construction equipment, productivity, and site safety.
- Apply knowledge of soil behavior, foundations, structural systems, and construction methods to support sound technical decisions.
- Communicate effectively with project stakeholders through written, verbal, and technical presentations.
- Make ethical, data-driven decisions in planning and executing construction activities.
- Integrate knowledge from all coursework through a two-semester capstone project that simulates real-world professional practice.
- Enter the workforce prepared for roles such as construction manager, estimator, scheduler, inspector, field engineer, and project coordinator in a high-demand regional and national job market.

The proposed implementation date is fall 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.

I. NEED

A. Employment Opportunities

The U.S. Bureau of Labor Statistics reports that construction managers' jobs will grow 15% faster than the average job from 2022 to 2032. An additional 5,400 annual openings could become available due to construction managers transitioning to different employment fields or due to construction managers retiring.

The Texas Workforce Commission projects that the number of jobs in Northeast Texas for construction managers will increase by 5.3% between 2022 and 2032 with an average of 20 openings per year. Moreover, the annual wages are expected to exceed $98,000. These numbers do not reflect the federal government's needs or the needs of Southwest Arkansas and Northwest Louisiana, where there are no construction management programs within 100 miles of Texarkana.

B. Projected Enrollment

Table 1 provides the projected enrollment for the proposed BS in Construction Management program. The enrollment projections include a steady increase in enrollment from year one through five. The Science, Technology, Engineering, and Math (STEM) designation of the CIP code for this degree program should appeal to the international student population and assist with meeting projected enrollment.

Table 1: Projected Enrollment

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	8	12	20	30	40
Out-of-state	1	2	3	5	8
Out-of-country	1	2	3	4	6
Part-Time					
In-state	4	6	8	10	12
Out-of-state	1	2	3	5	8
Out-of-country	0	0	0	0	0
Total New Students	**15**	**24**	**37**	**54**	**74**

C. Existing State Programs

Nine Texas public universities currently offer bachelor's degree programs in Construction Science. Table 2 shows the existing programs.

Table 2: Existing State Programs with Graduates

Degree Title & Designation	University	CIP Code	Graduated Students 2023-2024
Construction Science, B.S.	Prairie View A&M University	15.1001.00	14
Construction Management, B.S.	Sam Houston State University	15.1001.00	69
Construction Science and Management, B.S.	Tarleton State University	15.1001.00	50
Construction Science and Management, B.S.	Texas State University	15.1001.00	124
Concrete Industry Management, B.S.	Texas State University	15.1001.00	
Construction Engineering Technology, B.S.	Texas Tech University	15.1001.00	N/A
Construction Management, B.S.	The University of Texas at Tyler	15.1001.00	28
Construction Management, B.S.	University of Houston	15.1001.00	143
Construction Engineering Technology, B.S.	University of North Texas	15.1001.00	22

Source: IPEDS Reported Data for 2023-2024

II. QUALITY & RESOURCES

A. Faculty

The proposed program will utilize one existing faculty as support, one existing faculty as core, and hire two additional core faculty. The estimated cost per year for the core faculty is $230,000.

B. Program Administration

The proposed program will reside in a division with existing program administration. Additional program administration costs are not required.

C. Other Personnel

Additional personnel costs are not required.

D. Supplies, Materials

Additional supplies and materials costs are not required.

E. Library

Additional library materials costs are not required.

F. Equipment, Facilities

Additional equipment and facilities are not required.

G. Accreditation

The proposed program will not obtain additional accreditation.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$1,150,000.00		Formula Income	$809,893.76
Program Administration			Statutory Tuition	
Graduate Assistants			Reallocation	
Supplies & Materials			Designated Tuition	
Library & IT Resources			Other Funding:	
Equipment, Facilities			Tuition	$2,029,956.62
Other			Fees	$753,598.77
Estimated 5-Year Costs	**$1,150,000.00**		**Estimated 5-Year Revenues**	**$3,593,449.15**

Agenda Item No. 7.39

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 Management Information Systems, 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 (BS) in Management Information Systems**,** 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 BS degree in Management Information Systems. The proposed program is designed to prepare students to bridge the gap between business strategy and enterprise Information Technology (IT) strategy. Emphasizing problem-solving and applied learning, the BS in Management Information Systems equips graduates for careers in systems analysis, data analytics, IT project management, and enterprise technology roles across diverse industries, while providing a strong foundation for advanced study in business and technology fields.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the BS in Management Information Systems. The proposed program will utilize three existing faculty as core faculty. No additional faculty are needed. The proposed degree program will not incur any new costs in the first five years.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Management Information Systems 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. 7.39

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
February 16, 2026

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

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Management Information Systems 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 in Management Information Systems.**
>
> **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,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Texarkana

Bachelor of Science
with a major in Management Information Systems
(CIP 52.1201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Anita and Truman Arnold College of Business, Division of Business

The Bachelor of Science (BS) degree with a major in Management Information Systems (MIS) prepares students to bridge the gap between business strategy and enterprise Information Technology (IT) strategy. The BS MIS degree program develops strong analytical, technical, and managerial skills through coursework in data management, business analytics, information systems design, programming, and cybersecurity. Emphasizing problem-solving and applied learning, the BS MIS equips graduates for careers in systems analysis, data analytics, IT project management, and enterprise technology roles across diverse industries, while providing a strong foundation for advanced study in business and technology fields.

The educational objectives of the BS MIS include:

1. Technology & Systems Proficiency: Graduates will apply information systems tools, data management techniques, analytics, and emerging technologies to design, implement, and improve business processes.
2. Analytical Decision-Making & Problem Solving: Graduates will analyze organizational needs, interpret data, and evaluate alternative solutions to support evidence-based, ethical, and strategic decision-making.
3. Professional Communication, Collaboration & Leadership: Graduates will communicate effectively, work collaboratively in teams, and demonstrate ethical and professional behavior in the management and delivery of technologically enabled business solutions.

The BS MIS degree program is comprised of 120 semester credit hours.

The proposed implementation date is fall 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.

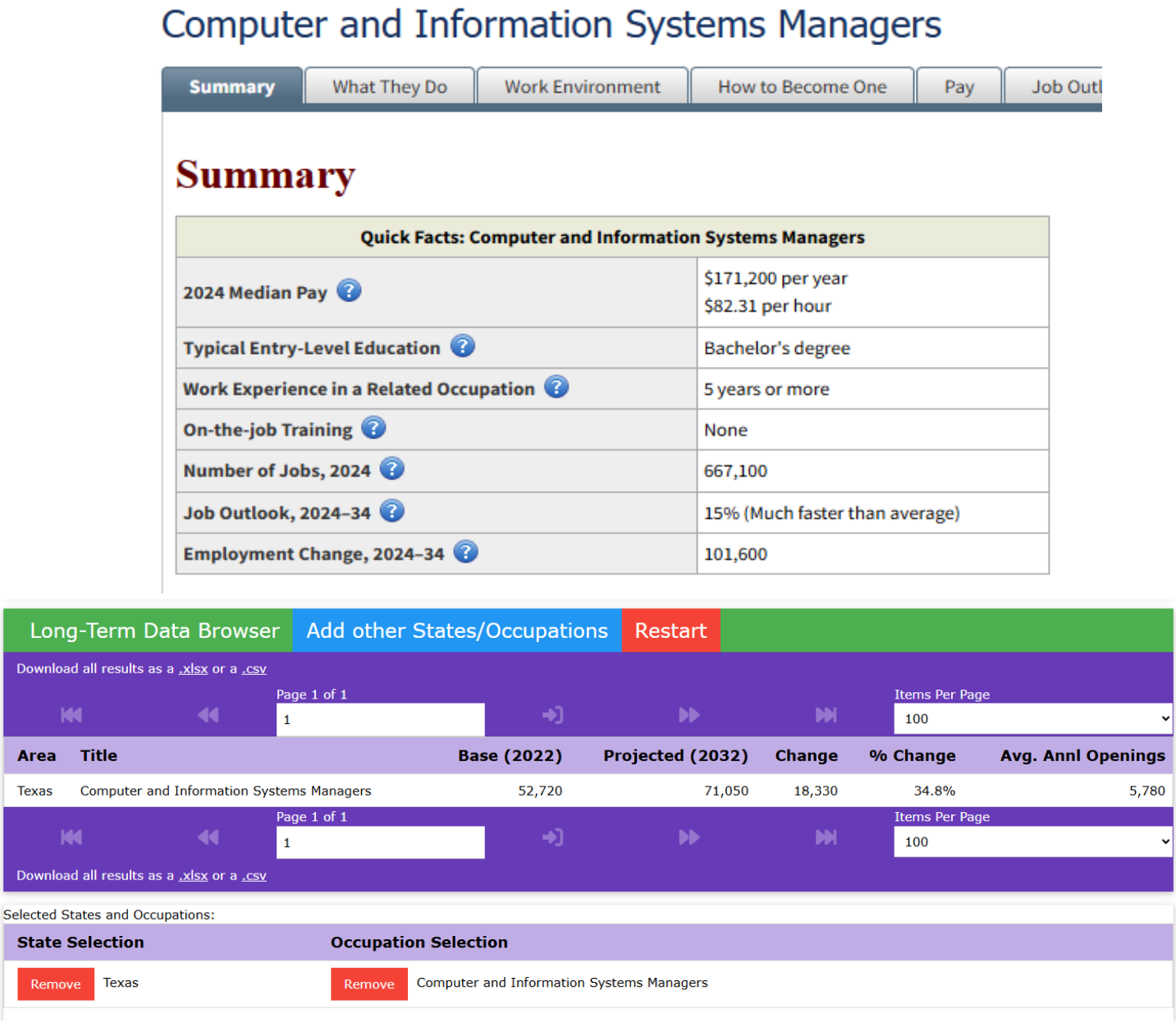
I. NEED

A. Employment Opportunities

The proposed degree program prepares graduates for employment in positions in the Computer Systems Design and Related Services, Management of Companies and

Enterprises, Software Publishing, Management, Scientific, and Technical Consulting Services, and Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services industries.

The US Bureau of Labor Statistics projects a 15% increase while ProjectionsCentral.org projects a 34.8% change in Texas. The projection creates average annual openings of 5,780 positions in Texas.



Computer and Information Systems Managers

Summary | What They Do | Work Environment | How to Become One | Pay | Job Outl

Summary

Quick Facts: Computer and Information Systems Managers	
2024 Median Pay	$171,200 per year $82.31 per hour
Typical Entry-Level Education	Bachelor's degree
Work Experience in a Related Occupation	5 years or more
On-the-job Training	None
Number of Jobs, 2024	667,100
Job Outlook, 2024–34	15% (Much faster than average)
Employment Change, 2024–34	101,600

Long-Term Data Browser | Add other States/Occupations | Restart

Download all results as a .xlsx or a .csv

Page 1 of 1 — 1 — Items Per Page 100

Area	Title	Base (2022)	Projected (2032)	Change	% Change	Avg. Annl Openings
Texas	Computer and Information Systems Managers	52,720	71,050	18,330	34.8%	5,780

Page 1 of 1 — 1 — Items Per Page 100

Download all results as a .xlsx or a .csv

Selected States and Occupations:

State Selection	Occupation Selection
Remove Texas	Remove Computer and Information Systems Managers

Source: ProjectionsCentral.org

B. Projected Enrollment

The program is projected to begin with 28 students in year 1. The program's projected enrollment is expected add an additional 10 students between year 1 and 2. Year 3 brings a growth of 15 students. Years 4 and 5 provide a growth of 17 students. By year 5, the program estimates a total of 87 new students.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	10	12	15	20	25
Out-of-state	5	7	10	15	20
Out-of-country	5	8	10	13	15
Part-Time					
In-state	5	7	10	12	15
Out-of-state	3	4	8	10	12
Out-of-country	0	0	0	0	0
Total New Students	**28**	**38**	**53**	**70**	**87**

C. Existing State Programs

Thirteen public universities offer bachelor's degree programs in Management Information Systems in Texas. These programs graduated 925 students in 2022-23 and 1,070 students in 2023-24 (15% increase). The employment outlook for the field (Computer and Information Systems Managers) in Texas is expected to grow 34.8% in the next 10 years. The field is projected to have 18,330 job openings with 5,780 of those occurring annually. If the existing programs continue to produce graduates at the current rate, the programs will not graduate the number needed to meet the annual job openings projected in Texas.

Institution	CIP Code	Graduated Students 2022-2023	Graduated Students 2023-2024
Prairie View A&M University	52.1201.00	15	14
Sam Houston State University	52.1201.00	25	21
Texas A&M International University	52.1201.00	12	12
Texas A&M University	52.1201.00	82	104
Texas A&M University-San Antonio	52.1201.00	28	44
Texas Southern University	52.1201.00	13	13
University of Texas at Arlington	52.1201.00	44	61
University of Texas at Austin	52.1201.00	178	226
University of Texas at San Antonio	52.1201.00	65	80
University of Texas Permian Basin	52.1201.00	0	0
University of Houston	52.1201.00	327	354
University of Houston-Downtown	52.1201.00	107	103
West Texas A&M University	52.1201.00	29	38

II. QUALITY & RESOURCES

A. Faculty

The proposed degree program currently employs three core faculty members. No additional support or core faculty will be hired at this time.

B. Program Administration

The proposed degree program will not incur program administration costs.

C. Other Personnel

The proposed degree program will not incur other personnel costs.

D. Supplies, Materials

The proposed degree program will not incur supplies and materials costs.

E. Library

The proposed degree program will not incur library costs.

F. Equipment, Facilities

The proposed degree program will not incur equipment and facilities costs.

G. Accreditation

No additional accreditation is sought for the proposed degree program.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			**SOURCES OF FUNDING**	
Faculty	$ 0		Formula Income	$839,592
Program Administration	$ 0		Tuition	$3,023,018
Graduate Assistants	$ 0		Reallocation	
Supplies & Materials	$ 0		Designated Tuition	
Library & IT Resources	$ 0		Other Funding:	
Equipment, Facilities	$ 0		Tuition	
Other	$ 0		Fees	$1,154,061
Estimated 5-Year Costs	**$ 0**		**Estimated 5-Year Revenues**	**$5,016,671**

Agenda Item No. 7.40

AGENDA ITEM BRIEFING

Submitted by: Ross Alexander, Ph.D., President
Texas A&M University-Texarkana

Subject: Approval of a New Master of Science Degree Program, with a Major in Artificial Intelligence and Machine Learning, 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 Master of Science (MS) in Artificial Intelligence and Machine Learning**,** 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 an MS degree in Artificial Intelligence and Machine Learning. The proposed program is designed to prepare graduates with advanced computational, analytical, and problem-solving skills necessary to meet the rapidly expanding workforce needs in artificial intelligence, machine learning, data-driven decision-making, and intelligent automation. The program provides a rigorous foundation in AI theory, machine learning algorithms, deep learning architecture, large-scale data processing, natural language processing, reinforcement learning, and applied modeling techniques relevant to high-demand industry sectors across Texas and the nation.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the M.S. in Artificial Intelligence and Machine Learning. The proposed program will utilize four existing support faculty members and hire two additional core faculty members in year one. The proposed degree program costs in the first five years will not exceed $2 million.

Strategic Plan Imperative(s) this Item Advances:

The proposed M.S. in Artificial Intelligence and Machine Learning 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. 7.40

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
February 16, 2026

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

Subject: Approval of a New Master of Science Degree Program with a Major in Artificial Intelligence and Machine Learning, 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 Master of Science in Artificial Intelligence and Machine Learning.**
>
> **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,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Texas A&M University-Texarkana

Master of Science
with a major in Artificial Intelligence and Machine Learning
(CIP 11.0102.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Business, Engineering, and Technology, Division of Information Systems and Computing Technologies

The Master of Science (MS) degree with a major in Artificial Intelligence and Machine Learning (AIML) is designed to prepare graduates with advanced computational, analytical, and problem-solving skills necessary to meet the rapidly expanding workforce needs in artificial intelligence, machine learning, data-driven decision-making, and intelligent automation. The program provides a rigorous foundation in AI theory, machine learning algorithms, deep learning architecture, large-scale data processing, natural language processing, reinforcement learning, and applied modeling techniques relevant to high-demand industry sectors across Texas and the nation.

Expected outcomes students completing this program may include: 1) Students should understand Artificial Intelligence and Machine Learning concepts and applications. 2) Students should be able to analyze, design, and implement algorithmic solutions to Machine Learning problems using AI tools. 3) Students should be able to communicate in writing and verbally with a range of audiences and present information in text or graphic format effectively.

The proposed degree is a 30-semester credit-hour graduate program that emphasizes theoretical understanding and applied, hands-on learning using modern tools, frameworks, and cloud-based platforms. Students will gain skills in supervised and unsupervised learning, generative models, neural networks, optimization methods, model evaluation, and responsible and ethical AI practices.

The proposed implementation date is fall 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.

I. NEED

A. Employment Opportunities

According to the U.S. Bureau of Labor Statistics, occupations in the broader category of computer and information research scientist, including AI and ML, are projected to grow by more than 20% over the next decade. Texas projects a 51.7% increase in job openings over the next 10 years with 270 openings annually. Texas is among the top three states for computer and information research scientist employment growth.

Computer and Information Research Scientists

Summary | What They Do | Work Environment | How to Become One | Pay | Job

Summary

Quick Facts: Computer and Information Research Scientists	
2024 Median Pay	$140,910 per year $67.74 per hour
Typical Entry-Level Education	Master's degree
Work Experience in a Related Occupation	None
On-the-job Training	None
Number of Jobs, 2024	40,300
Job Outlook, 2024–34	20% (Much faster than average)
Employment Change, 2024–34	7,900

Source: US Bureau of Labor Statistics

Long-Term Data Browser | Add other States/Occupations | Restart

Download all results as a .xlsx or a .csv

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Area	Title	Base (2022)	Projected (2032)	Change	% Change	Avg. Annl Openings
Texas	Computer and Information Research Scientists (SOC 2018)	2,070	3,140	1,070	51.7%	270

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Download all results as a .xlsx or a .csv

Source: Projectioncentrals.org.

States with the highest employment for computer and information research scientists

State	Employment	Relative Standard Error (RSE)
California	8,570	3.9
Virginia	3,150	11.7
Texas	2,800	11.6
Maryland	2,750	18.6
Washington	2,590	4.9

Source: Occupational Employment and Wage Statistics (OEWS) Profiles

B. Projected Enrollment

The projected enrollment for this program is expected to increase 60% or more each year. The partnerships we have established with international universities are projected to bring high enrollment for this degree program.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	10	15	25	35	47
Out-of-state	5	8	13	18	24
Out-of-country	25	37	62	80	100

Part-Time					
In-state	5	8	10	15	17
Out-of-state	10	12	13	15	16
Out-of-country	2	3	5	6	7
Total New Students	**57**	**83**	**128**	**169**	**211**

C. Existing State Programs

Ten Texas public higher education institutions offer master's degree programs in Artificial Intelligence. Several programs have been added in recent years increasing the opportunity to meet this employment gap. The closest institution that offers the program is two hours away. The proposed program will be offered using face-to-face and distance education formats to meet the national needs for this field.

Degree Title & Designation	University	CIP Code	Graduating Students Year 2024	Graduating Students Year 2025
Artificial Intelligence, M.S.	Angelo State University	11.0102.00	N/A	N/A
Artificial Intelligence, M.S.	Texas State University	11.0102.00	N/A	N/A
Artificial Intelligence and Machine Learning, M.S.	Tarleton State University	11.0102.00	N/A	N/A
Artificial Intelligence, M.S.	Texas A&M University	11.0102.00	N/A	N/A
Artificial Intelligence, M.S.	East Texas A&M University	11.0102.00	N/A	N/A
Artificial Intelligence, M.S.	The University of Texas at Austin	11.0102.00	N/A	41
Artificial Intelligence, M.S.	The University of Texas at El Paso	11.0102.00	N/A	N/A
Artificial Intelligence, M.S.	The University of Texas at San Antonio	11.0102.00	10	13
Artificial Intelligence, M.S.	University of Houston-Downtown	11.0102.00	2	7
Artificial Intelligence, M.S.	University of North Texas	11.0102.00	73	112

Source: Texas Higher Education Coordinating Board (THECB) Accountability System

II. QUALITY & RESOURCES

A. Faculty

The proposed degree program currently employs four support faculty members. Two core faculty members will be hired in fall 2026.

B. Program Administration

The proposed degree program will not incur program administration costs.

C. Other Personnel

The proposed degree program will not incur other personnel costs.

D. Supplies, Materials

The proposed degree program estimates an annual cost of $10,000 for supplies and materials.

E. Library

The proposed degree program will not incur library costs.

F. Equipment, Facilities

The proposed degree program will not incur equipment or facilities costs.

G. Accreditation

The proposed degree program estimates the ABET accreditation to begin after the first cohort of students graduate in year 3. This programmatic accreditation is expected to cost $17,850 in year 3. Years 4 and 5 have annual costs estimated at $1,690. The total accreditation cost for the first five years is $21,230.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$1,300,000		Formula Income	$5,907,860
Program Administration			Tuition	5,880,227
Graduate Assistants			Reallocation	
Supplies & Materials	$50,000		Designated Tuition	
Library & IT Resources			Other Funding:	
Equipment, Facilities				
ABET Accreditation	$21,230		Fees	$2,030,741
Other				
Estimated 5-Year Costs	**$1,371,230**		**Estimated 5-Year Revenues**	**$13,818,828**

Agenda Item No. 7.42

AGENDA ITEM BRIEFING

Submitted by: Christian E. Hardigree, President
Texas A&M University-Victoria

Subject: Granting of Faculty Development Leave for FY 2027,
Texas A&M University-Victoria

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Texas A&M University-Victoria (A&M-Victoria).

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 A&M-Victoria, the application is submitted with the support of the academic department, college dean, university development leave and research committee (elected by the general faculty), interim provost and vice president for academic affairs, and president.

As shown in the exhibit, A&M-Victoria requests approval for faculty development leave for two faculty members for FY 2027.

A&M-Victoria 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 members' teaching loads by adjusting course offerings for the next academic year.

Strategic Plan Imperative(s) this Item Advances:

The granting of Faculty Development Leave allows for the promotion of the fourth imperative, increasing prominence by building a robust and targeted research portfolio.

Agenda Item No. 7.42

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
February 26, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
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 *31.03,* System Regulation *12.99.01,* and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the attached exhibit, Faculty Development Leave List FY 2027, Texas A&M University-Victoria."**

Respectfully submitted,

[SIGNED BY]

Christian E. Hardigree
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 7.42
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
TEXAS A&M UNIVERSITY-VICTORIA

Name/ Title/ Department	Years of A&M-Victoria Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
COLLEGE OF LIBERAL ARTS AND SOCIAL SCIENCES			
Saidat Ilo Associate Professor Political Science	10	Fall 2026	Dr. Ilo's leave is for the purpose of conducting a focused research and civic literacy initiative titled 'Detecting Misinformation in the AI Era: A Political Science Civic Literacy Pilot and Interdisciplinary Research Project.' This project examines how AI-generated misinformation influences civic behavior and public reasoning and aims to equip communities with fundamental skills to identify and resist manipulated content. The leave semester will be devoted to completing a comprehensive literature review, conducting case analyses of AI-driven misinformation, developing and delivering a pilot civic literacy workshop, collaborating with Computer Science faculty to gain technical insight on manipulated media, producing a civic misinformation detection toolkit, and drafting a publishable scholarly manuscript. By addressing a pressing civic challenge, misinformation in the AI era, the project contributes to the university's goals of public service and community engagement. The civic literacy workshop, toolkit, and scholarly outputs reinforce A&M-Victoria's commitment to accessible education and regional leadership.

Nadya Pittendrigh Associate Professor English	10	Fall 2026 or Spring 2027 (will confer with department for scheduling)	Dr. Pittendrigh's leave will focus on a book project that synthesizes her research on punishment, accountability, and the rhetorical conditions under which pluralistic communities navigate conflict. The book follows rhetoric across legal, carceral, educational, and community contexts to understand how moral judgments are formed and how those same patterns provide insights for teaching transferable literacy skills, including how to teach students to reason well in conditions of conflict. The book is timely because it defends a core purpose for higher education: helping students think independently, including within AI-shaped information environments. The project builds on Dr. Pittendrigh's previous research on the rhetoric surrounding a state supermax prison and the practice of long-term solitary confinement. The manuscript uses rhetorical theory to connect that work to contexts that do not obviously belong together, including classroom collaborations with local non-profit organizations; local oral histories gathered by students and community members; and Narcotics Anonymous practices of amends and repair. This project advances the university's mission by strengthening students' critical thinking, ethical reasoning, evidence evaluation, and civil deliberation skills. These are skills that help students think independently.

Agenda Item No. 7.45

AGENDA ITEM BRIEFING

Submitted by: David Coatney, Agency Director
Texas A&M Engineering Extension Service

Subject: Authorization of Time Sensitive Awards Signature Authority for Fiscal Year 2027 and Fiscal Year 2028

Proposed Board Action:

Authorize the Texas A&M Engineering Extension Service (TEEX) director, or designee, to execute **Time Sensitive Awards**.

For purposes of this item, **Time Sensitive Awards** means non-research agreements sponsored by organizations or entities in the government, private, or non-profit sectors (domestic and international) to provide training, technical assistance, and related services, such agreements requiring execution before the next scheduled Board of Regents (Board) meeting in order for TEEX: (a) to begin performance; or (b) to receive obligation of sponsor funds.

Background Information:

TEEX has received, and anticipates continued receipt of, Time Sensitive Award requests from the following types of organizations:

(1) Federal agencies;
(2) State agencies – Texas and other U.S. states;
(3) Public and private corporations, companies, and partnerships, domestic or international;
(4) City and county organizations – Texas and other U.S. states; and
(5) Foreign entities, including governmental entities (state or local) and public or private business corporations, and companies.

TEEX anticipates that it will continue to receive Time Sensitive Award requests from the above-described types of organizations that need to: (a) expend remaining funds before the end of a fiscal year or prime award end date; (b) expend additional funds in a fiscal year; or (c) expend funds added to an existing award that requires immediate expenditure or obligation. Pursuant to System Policy 25.07, § 7, the Board delegates authority to approve the contracts described in this Item to the CEO of Texas A&M Engineering Extension Service (TEEX).

A&M System Funding or Other Financial Implications:

Delaying the execution of the Time Sensitive Award until Board approval will result in a non-award to TEEX.

Strategic Plan Imperative(s) this Item Advances:

The following Board-adopted Strategic Planning imperative is addressed by this request: (1) 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.

Agenda Item No. 7.45

TEXAS A&M ENGINEERING EXTENSION SERVICE
Office of the Agency Director
March 27, 2026

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

Subject: Authorization of Time Sensitive Awards Signature Authority for Fiscal Year 2027 and Fiscal Year 2028

I recommend adoption of the following minute order:

> **"The director of The Texas A&M Engineering Extension Service is authorized to execute, following a review for legal sufficiency by the Office of General Counsel, and following approval by the Chancellor or Executive Vice Chancellor, Time Sensitive Awards to organizations in the government, private or non-profit sectors (domestic and international) to provide training, technical assistance, and related services, for fiscal year 2027 and fiscal year 2028."**

Respectfully submitted,

[SIGNED BY]

David Coatney
Agency Director
Texas A&M Engineering Extension Service

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Susan Ballabina
Executive Vice Chancellor

[SIGNED BY]

Robert H. Bishop
Vice Chancellor for Engineering

[SIGNED BY]

Ryan C. Griffin
Vice Chancellor and
Chief Financial Officer

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

AGENDA ITEM BRIEFING

Submitted by: David E. Coatney, Agency Director
Texas A&M Engineering Extension Service

Subject: Authorization to Execute the Annual Department of Homeland Security – Federal Emergency Management Agency Cooperative Agreement Entitled "National Domestic Preparedness Consortium" to Conduct Sponsored Instruction and Training that is not Research for Fiscal Year 2027 and Fiscal Year 2028

Proposed Board Action:

Authorize the Texas A&M Engineering Extension Service (TEEX) agency director to execute the annual Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA) Cooperative Agreement entitled "National Domestic Preparedness Consortium" (NDPC) to conduct sponsored instruction and training that is not research, including any amendments and related documents, for fiscal year 2027 and fiscal year 2028.

Background Information:

The NDPC is a professional alliance sponsored through the DHS FEMA National Preparedness Directorate, and the mission of the alliance is to develop and deliver national domestic preparedness courses and recertification, conduct outreach, and maintain compliance with local and national policy and trends between recertification of courses.

Since its establishment in 1998, the NDPC's impact on national preparedness has been substantial. The NDPC has conducted training in all 50 states and each U.S. territory. This training has benefited more than 4,191,000 people since its inception. Today, the consortium's various programs meet the training and education needs of more than 155,000 emergency responders and state, local, and tribal government employees. The consortium applies its expertise in academics, curriculum development, and instructional techniques to produce training programs that address the most urgent needs of the emergency response community.

As one of seven consortium members, TEEX has received, and anticipates continued receipt of, the annual NDPC non-research award from FEMA for sponsored instruction and training. The NDPC is sponsored through the Department of Homeland Security/FEMA National Preparedness Directorate. It is the principal means through which the Directorate identifies, develops, tests, and delivers training to state and local emergency responders.

The total consideration under this cooperative agreement has an *estimated* annual value of $25,000,000.

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. TEEX is submitting a concurrent agenda item request for a time-sensitive award approval process between $500,000 and $5,000,000: however, the award

amount is above the ceiling for that process. This request for the NDPC cooperative agreement exemption would follow the same approval process for time-sensitive awards; however, the award amount is above the ceiling for that process. Once the award is made, the sponsor expects acceptance without delay, within 30 days, 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 sponsored funding.

A&M System Funding or Other Financial Implications:

The agreement described is an incoming revenue agreement. All costs of performing under the agreement will be covered by the terms of the agreement, subject to any agreed cost share by TEEX in accordance with System Regulation *15.01.05, Cost Sharing on Sponsored Agreements.* The term for this cooperative agreement is two fiscal years, minimum, and 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, TEEX will be able to respond quickly and efficiently to the FEMA NDPC request to provide instruction and training, meeting the needs of the people of Texas and the United States. TEEX will share its expertise and experience to confront regional and national challenges and contribute to the state's economy.

Agenda Item No. 7.46

TEXAS A&M ENGINEERING EXTENSION SERVICE
Office of the Agency Director
March 27, 2026

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

Subject: Authorization for the Agency Director to Execute the Annual Department of Homeland Security – Federal Emergency Management Agency Cooperative Agreement Entitled "National Domestic Preparedness Consortium" to Conduct Sponsored Instruction and Training that is not Research for Fiscal Year 2027 and Fiscal Year 2028

I recommend adoption of the following minute order:

"The agency director of The Texas A&M Engineering Extension Service is authorized to execute, following a review for legal sufficiency by the Office of General Counsel, and following approval by the Executive Vice Chancellor, the annual Department of Homeland Security – Federal Emergency Management Agency National Domestic Preparedness Consortium Cooperative Agreement for sponsored instruction and training that is not research, including any amendments and related documents, for fiscal year 2027 and fiscal year 2028.

This cooperative agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by The Texas A&M Engineering Extension Service in performing under the agreement, subject to any agreed cost share by The Texas A&M Engineering Extension Service in accordance with System Regulation *15.01.05, Cost Sharing on Sponsored Agreements*. The total consideration under this cooperative agreement has an estimated annual value of $25,000,000 and the term for any agreement will not exceed five years. For each fiscal year covered by this delegation of authority, The Texas A&M Engineering Extension Service 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,

[SIGNED BY]

David E. Coatney
Agency Director
Texas A&M Engineering Extension Service

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina
Executive Vice Chancellor

[SIGNED BY]
Robert H. Bishop
Vice Chancellor for Engineering

[SIGNED BY]
Ryan C. Griffin
Vice Chancellor and
Chief Financial Officer

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

***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.**