Consent Agenda Items

Meeting

of the

Board of Regents

September 3, 2026

REVISED

INDEX OF ACTION ITEMS SUBMITTED FOR BOARD CONSIDERATION AND APPROVAL

MEETING OF THE BOARD OF REGENTS
THE TEXAS A&M UNIVERSITY SYSTEM
September 3, 2026, College Station, Texas

1. COMMITTEE ON FINANCE

1.1) Approval of the Appropriation of Funds for the Purchase of 41 Transit Buses, Texas A&M University, College Station, Texas, Texas A&M

1.2) Adoption of the Third Amendment to the Resolution Establishing the Permanent University Fund Commercial Paper Program, A&M System

1.3) Adoption of the Second Amendment to the Amended and Restated Second Supplemental Resolution Authorizing the Board of Regents of The Texas A&M University System Revenue Financing System Commercial Paper Program, A&M System

1.4) Adoption of a Resolution Authorizing the Issuance of the Board of Regents of The Texas A&M University System Permanent University Fund Bonds, A&M System

1.5) Adoption of a Resolution Authorizing the Issuance of the Board of Regents of The Texas A&M University System Revenue Financing System Bonds, A&M System

1.6) Approval to Establish the Hazlewood Veteran Initiative, A&M System

1.7) Modification of Approval of Certain Allocations from the Income Account of the Sid Kyle Memorial Endowment in Arid and Semi-Arid Land Studies, A&M System

2. COMMITTEE ON AUDIT AND RISK MANAGEMENT

2.1) Approval of System Internal Audit Plan for Fiscal Year 2027, A&M System

3. COMMITTEE ON FACILITIES PLANNING AND CONSTRUCTION

3.1) Approval of the Project Scope, Appropriation for Construction Services, and Approval for Partial Construction for the Texas A&M Semiconductor Institute/Infrastructure/Equipment Project, The Texas A&M University System, Bryan, Texas (Project No. 01-3418), A&M System

3.2) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Renovate and Re-Purpose Binnion Hall Project, East Texas A&M University, Commerce, Texas (Project No. 21-3438), A&M System

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

3.3) Approval to Amend the FY 2027 – FY 2031 A&M System Capital Plan to Change the Fiscal Year Designation for Project Initiation, Appropriate Funding for Pre-Construction Services, and Rename the Project for the Public and Allied Health Complex Project for Prairie View A&M University (Project No. 05-3492), PVAMU

3.4) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Penberthy Turf Replacement Project, Texas A&M University, College Station, Texas (Project No. 2025-06734), Texas A&M

3.5) Approval to Amend the FY 2027 – FY 2031 A&M System Capital Plan to Change the Fiscal Year Designation for Project Initiation and Appropriate Funding for Pre-Construction Services for the West Campus Vivarium Project for Texas A&M University (Project No. 02-3457), Texas A&M

3.6) Approval to Amend the FY 2027 – FY 2031 A&M System Capital Plan to Increase the Project Budget, Revise the Funding Sources, Change the Fiscal Year Designation for Project Initiation, and Appropriate Funding for Pre-Construction Services for the Virtual Production Institute Fort Worth Project for Texas A&M University (Project No. 02-3498), Texas A&M

3.7) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Campus Facility Improvements 2025 Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-90332), Texas A&M

Informational Report *(Report on System Construction Projects Authorized by the Board)*

3.8) *Authorization to Negotiate, Execute and Deliver a Parking Garage License Agreement for up to Six Hundred Parking Spaces in Fort Worth, Tarrant County, Texas, A&M System

3.9) *Authorization to Grant a Conditional Roadway Easement to the North Texas Toll Authority for the Chisholm Trail Overpass Project in Tarrant County, Texas, Tarleton

3.10) *Authorization to Grant a Conditional Roadway Easement to the Texas Department of Transportation for the Bush-Wellborn Crossing in Brazos County, Texas, Texas A&M

3.11) *Authorization to Negotiate and Execute a Lease of Space for Approximately 51,185 Square Feet Located at 3101 University Drive East, Bryan, Texas, TEES

3.12) *Authorization to Negotiate and Execute a Ground Lease and Other Related Agreements for Approximately 10.6 Acres of Land from the City of Weslaco in Hidalgo County, Texas, TDEM

4. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

4.1) (Revised) Approval of the Core Curriculum Review *(Academic Institutions' General Education Review)*, A&M System

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

5. COMMITTEE ON RESEARCH

5.1) *Authorization for The Texas A&M University System to Take All Actions Necessary to Negotiate Agreements with Appropriate Collaborating Entities Relating to the Development of a Proposal for the Management and Operation of the Jet Propulsion Laboratory, A&M System

6. COMMITTEE ON MEDICAL AND HEALTH AFFAIRS

(No agenda items)

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

7.1) Appointment of the Vice Chancellor for Business Affairs, A&M System

7.2) Withdrawn

7.3) Note - Item moved to Committee on Research -- See Item 5.1

7.4) Approval of Revisions to System Policy *02.05, Presidents of System Member Universities*, A&M System

7.5) Approval of Revisions to System Policies *31.03, Leaves of Absence*, and *51.06, Naming of Buildings, Geographical Areas and Academic Entities*, A&M System

7.6) Approval of Revisions to System Policy *60.01, Relationships with Affiliated Organizations*, A&M System

7.7) Authorization for the Chancellor to Complete the Member University Presidents' Evaluations in Accordance with Input Provided by the Board of Regents, A&M System

7.8) Approval of the 2026-2031 A&M System Strategic Plan, A&M System

7.9) Adoption of a Resolution Commemorating the 150th Anniversary of Prairie View A&M University, A&M System

7.10) Adoption of a Resolution Commemorating the 150th Anniversary of the Founding of Texas A&M University, A&M System

7.11) Adoption of a Resolution Honoring West Texas A&M University President Walter V. Wendler and Bestowing the Title of President Emeritus, A&M System

7.12) Adoption of a Resolution Honoring the Members of the Texas A&M University Women's Tennis Team, Texas A&M

7.13) Adoption of a Resolution Honoring the Members of the Texas A&M University Women's Rodeo Team, 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.*

8. CONSENT AGENDA ITEMS

8.1) Approval of Minutes, BOR

8.2) Approval of the Low-Producing Minors and Certificates Report, A&M System

8.3) Approval of List of Authorized Signers for Revolving Fund Bank Accounts for System Members, A&M System

8.4) Granting of the Title of Emeritus, September 2026, A&M System

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

Appointments of Interim Provost, Vice Provost and Associate Provost

8.6) Appointment of Interim Provost and Vice President of Academic Affairs of East Texas A&M University, ETAMU

8.7) Appointment of Vice Provost for Academic Affairs of Texas A&M University, Texas A&M

8.8) Appointment of Associate Provost of Curriculum and Academic Quality at Texas A&M University-Victoria, TAMUV

Tenure

8.9) Approval of Academic Tenure, September 2026
- A) East Texas A&M University
- B) Tarleton State University
- C) Texas A&M University
- D) Texas A&M University-Central Texas
- E) Texas A&M University-Corpus Christi
- F) Texas A&M University-San Antonio
- G) Texas A&M University-Victoria

Faculty Development Leave

8.10) Granting of Faculty Development Leave for FY 2027
- A) Prairie View A&M University
- B) Texas A&M University-San Antonio

Approval of New Degree Programs

East Texas A&M University

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

8.12) Approval of a New Master of Fine Arts Degree Program with a Major in Visual Communication and Authorization to Request Approval from the Texas Higher Education Coordinating Board, ETAMU

**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.*

Tarleton State University

8.13) Approval of a New Master of Healthcare Administration Degree Program with a Major in Healthcare Administration and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

8.14) Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nurse Anesthesia and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

Texas A&M University-Texarkana

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

8.16) Approval of a New Master of Public Health Degree Program with a Major in Public Health and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

Texas A&M University-Victoria

8.17) Approval of a New Bachelor of Science Degree Program with a Major in Civil Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUV

8.18) Approval of a New Bachelor of Science Degree Program with a Major in Mechanical Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUV

8.19) Approval of a New Bachelor of Science Degree Program with a Major in Software Engineering and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUV

West Texas A&M University

8.20) Approval of Three New Degree Programs with a Major in Public Safety Management (Bachelor of Arts, Bachelor of Science, and a Bachelor of Applied Arts and Sciences) and Authorization to Request Approval from the Texas Higher Education Coordinating Board, WTAMU

Namings

East Texas A&M University

8.21) *Naming of a Room in the Rene' Griffin Event Center, ETAMU

Texas A&M University

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

8.23) *Naming of Spaces within the Linda & Dennis Clark '68 Small Animal Teaching Hospital, Texas A&M

8.24) *Naming of Rooms and Areas in and around Stephen F. Brauer, Jr. '02 Center, 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.*

8.25) *Removal of a Room Naming in the Joe C. Richardson, Jr. Petroleum Engineering Building, Texas A&M

8.26) *Renaming of a Room within the Zachry Engineering Education Complex, Texas A&M

Texas A&M University-Central Texas

8.27) *Naming of the CORE Building, A&M-Central Texas

Texas A&M University-Corpus Christi

8.28) *Naming of an Area in the Center for the Arts Building, A&M-Corpus Christi

8.29) *Naming of Various Areas in the New Arts and Media Building, A&M-Corpus Christi

Texas A&M University-Texarkana

8.30) *Naming of Various Buildings, Facilities, Areas, and Division, TAMUT

Texas A&M AgriLife Research

8.31) *Naming of a Room and Facility in the Meat Science and Technology Center, AgriLife Research

8.32) *Naming of a Room in the AgriLife Services Building, AgriLife Research

8.33) *Naming of a Room in the Agriculture and Life Sciences Building, AgriLife Research

Establishment of Centers and Institutes

Prairie View A&M University

8.34) Establishment of the Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE), PVAMU

Additional Items

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

8.36) Authorization for the President to Negotiate and Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2027, 2028, and 2029, A&M-Central Texas

8.37) *Authorization to Negotiate and Execute Federal Non-research Grant Agreements, and any Amendments, Modifications, or Extensions, TFS

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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	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. 8.1

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Board of Regents
August 26, 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:**
> **May 20-21, 2026, Regular Meeting and**
> **July 27, 2026, Special Meeting (Teleconference)"**

Respectfully submitted

Vickie Burt Spillers
Executive Director, Board of Regents

Attachments (2)

Agenda Item No. 8.2

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor for Academic Affairs
July 17, 2026

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

Subject: Approval of the Low-Producing Minors and Certificates Report

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with Texas Education Code 51.989 and System Policy *11.09, Low-Producing Academic Programs*, hereby authorizes the consolidation and termination of academic minors and certificate programs of The Texas A&M University System as set forth in the attached exhibit, Low-Producing Minors and Certificate Programs 2026."**

Respectfully submitted,

[SIGNED BY]

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

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

Low Producing Minors and Certificates 2026

Member Institution	Program	Minor or Certificate	Eliminate or Consolidate
Prairie View A&M University	AGRI – Agriculture	Minor	Eliminate
	BUAN – Business Analytics	Minor	Eliminate
	CHEG – Chemical Engineering	Minor	Eliminate
	CVEG – Civil Engineering	Minor	Eliminate
	ECON – Economics	Minor	Eliminate
	ELEG – Electrical Engineering	Minor	Eliminate
	EMCI – Emerg Mgmt/Crisis Informatics	Minor	Eliminate
	ENRG – Energy Engineering	Minor	Eliminate
	FMCS – Family and Community Service	Minor	Eliminate
	HDFM – Human Development and the Family	Minor	Eliminate
	HUNF – Human Nutrition & Food	Minor	Eliminate
	HUPF – Human Performance	Minor	Eliminate
	IBUS – International Business	Minor	Eliminate
	LCTC – Teacher Certification	Certificate	Eliminate
	MCEG – Mechanical Engineering	Minor	Eliminate
	PFIN – Personal Finance	Minor	Eliminate
	PHYS – Physics	Minor	Eliminate
	SDEG – Sustainable Design	Minor	Eliminate
	CJUS – Criminal Justice	Minor	Consolidate
Tarleton State University	Technical Communication	Minor	Eliminate
	Crop Sciences	Minor	Eliminate
	Entomology	Minor	Eliminate
	Environmental Science	Minor	Eliminate
	Fisheries Management	Minor	Eliminate
	Mechanical Engineering	Minor	Eliminate
	Environmental Policy	Certificate	Eliminate
	Leadership Studies	Certificate	Eliminate
	Dairy Science	Certificate	Eliminate
	Shelter Animal Medicine	Certificate	Eliminate
	School Counseling Certification	Certificate	Eliminate
	Post-Master's Principal's Certificate	Certificate	Eliminate

Texas A&M International University	Superintendent	Certificate	Eliminate
	Petroleum Engineering	Minor	Eliminate
	Theater Arts	Minor	Eliminate
	Nonprofit Leadership & Mgt	Certificate	Eliminate
	Applied Physics	Minor	Eliminate
	Art History	Minor	Eliminate
	Chemistry	Minor	Eliminate
	Computer Science	Minor	Eliminate
	Creative Writing	Minor	Eliminate
	Dance	Minor	Eliminate
	Economics	Minor	Eliminate
	Entrepreneurship	Minor	Eliminate
	Environmental Science	Minor	Eliminate
	Geography	Minor	Eliminate
	Geology	Minor	Eliminate
	History	Minor	Eliminate
	International Leadership	Minor	Eliminate
	Management	Minor	Eliminate
	Management Information Systems	Minor	Eliminate
	Mathematics	Minor	Eliminate
	Music	Minor	Eliminate
	Phys Ed., Teaching, & Coaching	Minor	Eliminate
	Public Administration	Minor	Eliminate
	Public Health	Minor	Eliminate
	Spanish	Minor	Eliminate
	Theater and Film Studies	Minor	Eliminate
	Translation-English & Spanish	Minor	Eliminate
	Women's and Gender Studies	Minor	Eliminate
	Writing & Rhetoric	Minor	Eliminate
	Anthropology	Minor	Eliminate
Texas A&M University Corpus Christi	Addictions Counseling Certificate	Certificate	Eliminate
	Counseling Spanish-Speaking Clients	Certificate	Eliminate
	Supplemental (Bilingual, ESL)	Certificate	Eliminate
	Atmospheric Sciences	Minor	Eliminate
	Kinesiology	Minor	Eliminate
	Mechanical Engineering Technology	Minor	Eliminate
	Mexican American Studies	Minor	Eliminate
	Latin American Studies	Minor	Eliminate
	Geography	Minor	Eliminate
	Communication	Minor	Eliminate

Texas A&M University Kingsville	Banking	Minor	Eliminate
	Special Education	Minor	Eliminate
	Environmental Science	Minor	Eliminate
	Geography	Minor	Eliminate
	Geology	Minor	Eliminate
	Geophysics	Minor	Eliminate
	Journalism	Minor	Eliminate
	Coaching	Minor	Eliminate
	Exercise Science	Minor	Eliminate
	Physical Education	Minor	Eliminate
	Performance Psychology	Minor	Eliminate
	Sport Business	Minor	Eliminate
	Natural Gas	Minor	Eliminate
	Supply Chain and Logistics	Minor	Eliminate
	Professional Selling	Minor	Eliminate
	Spanish Journalism	Minor	Eliminate
	Mobile Applications	Certificate	Eliminate
	Digital Banking	Certificate	Eliminate
	Geophysics	Certificate	Eliminate
	Std Mater Test Charact Appl	Certificate	Eliminate
	Sustainability Studies	Certificate	Eliminate
	Manufacturing Standards	Certificate	Eliminate
	Cyber Security	Certificate	Eliminate
	Industrial Hygiene	Certificate	Eliminate
	Sport Management	Certificate	Eliminate
	Sport Marketing	Certificate	Eliminate
	Managing People - Global	Certificate	Eliminate
	Supply Chain Standards	Certificate	Eliminate
	Std Mater Test Charact Appl	Certificate	Eliminate
	Taxation	Certificate	Eliminate
West Texas A&M University	Aviation Fundamentals	Certificate	Eliminate
	Demography	Certificate	Eliminate
	Fermentation Sciences	Certificate	Eliminate
	String Quartet Performance	Certificate	Eliminate
	Anthropology	Minor	Eliminate
	Broadcast Journalism	Minor	Eliminate
	Computational Logic	Minor	Eliminate
	Electrical Engineering	Minor	Eliminate
	Civil Engineering	Minor	Eliminate
	Engineering Technology	Minor	Eliminate
	Environmental Engineering	Minor	Eliminate
	Mechanical Engineering	Minor	Eliminate

	International Studies, Asia	Minor	Consolidate
	International Studies, Europe	Minor	Consolidate
	International Studies, Latin Am.	Minor	Consolidate
	Physics	Minor	Eliminate
	SES, Pedagogy	Minor	Consolidate
	SES, Fitness	Minor	Consolidate
	SES, Psychology	Minor	Consolidate
	Hispanic Culture Studies	Minor	Consolidate
	Spanish Language	Minor	Consolidate
East Texas A&M University	Agribusiness	Certificate	Eliminate
	Economics of US Healthcare	Certificate	Eliminate
	Higher Education Teaching	Certificate	Eliminate
	Homeland Security	Certificate	Eliminate
	Plant and Soil Science	Certificate	Eliminate
	Public History	Certificate	Eliminate
	STEM Education	Certificate	Eliminate
	Children's & Adolescent Literature and Culture	Certificate	Eliminate
	Tax Accounting	Certificate	Eliminate
	Teaching History	Certificate	Eliminate
	Teaching of Psychology	Certificate	Eliminate
	Women's & Gender Studies	Certificate	Eliminate
	Applied Mathematics	Minor	Eliminate
	Bilingual/ESL Education	Minor	Eliminate
	Economics	Minor	Eliminate
	Education Technology	Minor	Eliminate
	Entrepreneurship	Minor	Eliminate
	Healthcare Administration	Minor	Eliminate
	History	Minor	Eliminate
	International Business	Minor	Eliminate
	Reading	Minor	Eliminate
	Special Education	Minor	Eliminate
	World History	Minor	Eliminate
	Accounting	Minor	Eliminate
	African-American Studies	Minor	Eliminate
	Agricultural Economics	Minor	Eliminate
	Agricultural Education	Minor	Eliminate
	Agronomy	Minor	Eliminate
	Art	Minor	Eliminate
	Athletic Training	Minor	Eliminate
	Coaching Athletics	Minor	Eliminate
	Communication Studies	Minor	Eliminate

East Texas A&M University (Continued)	Economics	Minor	Eliminate
	Engineering Mathematics	Minor	Eliminate
	Engineering Statistics	Minor	Eliminate
	Engineering and Systems Management	Minor	Eliminate
	English	Minor	Eliminate
	Entrepreneurship	Minor	Eliminate
	Environmental Science	Minor	Eliminate
	Equine Science	Minor	Eliminate
	Family & Consumer Science	Minor	Eliminate
	Finance	Minor	Eliminate
	Financial Planning	Minor	Eliminate
	Food Studies	Minor	Eliminate
	Gender Studies	Minor	Eliminate
	Global Studies	Minor	Eliminate
	History	Minor	Eliminate
	Horticulture	Minor	Eliminate
	Human Performance	Minor	Eliminate
	International Business	Minor	Eliminate
	International Studies	Minor	Eliminate
	Journalism	Minor	Eliminate
	Journalism-Public Relations	Minor	Eliminate
	Latin American & US Latino Studies	Minor	Eliminate
	Management	Minor	Eliminate
	Marketing	Minor	Eliminate
	Mental Health Services	Minor	Eliminate
	Music	Minor	Eliminate
	Personal Financial Planning	Minor	Eliminate
	Philosophy	Minor	Eliminate
	Photography	Minor	Eliminate
	Physics	Minor	Eliminate
	Plant and Soil Science	Minor	Eliminate
	Political Science	Minor	Eliminate
	Radio & Television	Minor	Eliminate
	Real Estate	Minor	Eliminate
	Social Welfare	Minor	Eliminate
	Sociology	Minor	Eliminate
	Speech Communication	Minor	Eliminate
	Sport & Recreation Management	Minor	Eliminate
	TESOL	Minor	Eliminate
	Technology Management	Minor	Eliminate
	Theater	Minor	Eliminate
	Veterinary Science	Minor	Eliminate

	Workplace Human Communication	Minor	Eliminate
	Writing	Minor	Eliminate
Texas A&M University Texarkana	Electrical Engineering	Minor	Eliminate
	Supply Chain Management	Certificate	Eliminate
	Computer Science	Minor	Eliminate
	Humanities	Minor	Eliminate
	Social Studies	Minor	Eliminate
	Spanish	Minor	Eliminate
	Mathematics	Minor	Eliminate
	Communication	Minor	Eliminate
	Writing Studies	Minor	Eliminate
	Kinesiology	Minor	Eliminate
	Biology	Minor	Eliminate
	International Studies	Minor	Eliminate
	Biomedical Science	Minor	Eliminate
	Political Science	Minor	Eliminate
	Leadership	Minor	Eliminate
Texas A&M University San Antonio	Computer Information Systems	Minor	Eliminate
Texas A&M University Victoria	Exercise Sports Medicine	Minor	Eliminate
	Physical Education	Minor	Eliminate
	Sports Management	Minor	Eliminate
	Strength and Conditioning	Minor	Eliminate
	Public Health	Minor	Eliminate
	Exercise Sports Science	Minor	Eliminate
	Adult and Higher Education	Certificate	Eliminate
	Dyslexia	Certificate	Eliminate
	Education Diagnostician	Certificate	Eliminate
	Reading Specialist	Certificate	Eliminate
	STEM Education	Certificate	Eliminate
	School Administrator - Principal	Certificate	Eliminate
	School Counselor	Certificate	Eliminate
	Superintendent	Certificate	Eliminate
	Technology Education	Certificate	Eliminate

Agenda Item No. 8.3

AGENDA ITEM BRIEFING

Submitted by: Benjamin Wall, Chief Investment Officer and Treasurer
The Texas A&M University System

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

Proposed Board Action:

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

Background Information:

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

A&M System Funding or Other Financial Implications:

Not applicable.

Strategic Plan Imperative(s) this Item Advances:

Approval of this agenda item will advance The Texas A&M University System strategic imperative 6, which provides that "The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability." More specifically, this request is in compliance with the requirements of the General Appropriations Act.

Agenda Item No. 8.3

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Chief Investment Officer and Treasurer
July 11, 2026

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

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

I recommend adoption of the following minute order:

"Under the authority of the General Appropriations Act, and effective September 1, 2026, the employees of The Texas A&M University System members named below, and their successors in office, are hereby authorized to sign checks and approve electronic payments, such as ACH and wire transfers, for the withdrawal of such funds according to law.

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

1. **<u>THE TEXAS A&M UNIVERSITY SYSTEM (TAMUS)</u>**
   Revolving Fund portion not to exceed $175,000,000 (Operating and Debt Service)
   Ryan C. Griffin, Vice Chancellor and Chief Financial Officer
   Benjamin K. Wall, Chief Investment Officer and Treasurer
   Michelle Engelke, Director, Finance
   Susan Cranfill, Financial Analyst
   Nancy Johnson, Financial Analyst
   Griselda Pequeno, Financial Analyst
   All TAMU Signers listed below

2. **<u>TEXAS A&M UNIVERSITY (TAMU)</u>**
   Revolving Fund portion not to exceed $50,000,000
   John Crawford, Vice President for Finance and CFO
   John McCall, Associate Vice President for Finance and Controller
   Clint Merritt, Executive Director, Financial Management Operations
   Bryan Townsend, Executive Director, University Accounting Services
   Courtney Cammack, Director, University Accounting Services
   Linda Kettler, Director, Financial Management Operations
   Cynthia Flemings, Director of Tax Compliance and Reporting

   <u>TEXAS A&M UNIVERSITY HEALTH SCIENCE CENTER (HSC)</u>
   Revolving Fund portion not to exceed $15,000,000
   All TAMU Signers listed above

TEXAS A&M SYSTEM – SHARED SERVICES CENTER (SSC)
No Revolving Funds
All TAMU Signers listed above

TEXAS A&M UNIVERSITY AT GALVESTON (TAMUG)
Revolving Fund portion not to exceed $2,000,000
All TAMU Signers listed above
Vacant, Associate Vice President for Finance and Compliance Officer
Vanessa Garza, Director, Campus Budgets

TEXAS A&M UNIVERSITY AT QATAR (TAMU at Qatar)
Source of Funds – Qatar Foundation Depository Bank – Commercial Bank-Qatar
John Crawford, Vice President for Finance and CFO, TAMU
John McCall, Associate Vice President for Finance and Controller, TAMU
Clint Merritt, Executive Director, Financial Management Operations, TAMU
Joseph P. Pettibon II, Senior Vice President for Strategy and Business Services, TAMU
Bryan Townsend, Executive Director, University Accounting Services, TAMU
Linda Kettler, Director, Financial Management Operations, TAMU
Courtney Cammack, Director, University Accounting Services, TAMU
Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU
Ceasar O. Malave, Dean and COO
Rosalie Nickles, Assistant Dean for Finance, Compliance and Administrative Procedure
Patrick Linke, Senior Associate Dean for Research and Graduate Studies
Vacant, Executive Associate Dean for Academic Affairs
Katina Anderson, Director, Business Operations

3. **TARLETON STATE UNIVERSITY (TSU)**
Revolving Fund portion not to exceed $5,500,000
Brett Powell, Executive Vice President for Finance & Administration and CFO
Vacant, Assistant VP for Finance & Administration and Assistant CFO
Larry March, Director, Accounting Services
Maycee Kelley, Assistant Director, Accounting Services
Vacant, Director, Student Account Services
Sheila Hawkins, Accounts Payable Manager
Christina Dunagan, Business Manager
Jo Anna Ince, Financial Analyst
K'leeh Holt, Financial Accountant
Christie Wilhite, Financial Accountant
Anissa Zaragoza, Financial Accountant
Natalie Williams, Financial Accountant
Frank Filice, Contracts and Grants, Administrator
Jaclyn Woolf, Contracts and Grants, Administrator
Chelsea Ray, Business Coordinator

4. **PRAIRIE VIEW A&M UNIVERSITY (PVAMU)**
   Revolving Fund portion not to exceed $7,000,000
   Robert McKee, Senior Vice President for Business Affairs and CFO
   Wayne Knox, Associate Vice President for Business Affairs
   Vacant, Assistant Vice President for Financial Management Services
   Dawn Cassanova, Controller
   Vacant, Director, Accounting Services
   Vacant, Assistant Director, Accounting Services
   Adrian Sadler, Director, Budget
   Equilla Jackson, Director, Treasury Services
   Stephanie Redd, Assistant Director, Treasury Services
   Stephanie Daniels, Financial Accountant
   JosaLynn Pritchard, Financial Accountant

5. **TEXAS A&M AGRILIFE RESEARCH (ALRSCH)**
   Revolving Fund portion not to exceed $4,000,000
   Cliff Lamb, Director
   Vic S. Seidel, Executive Associate Vice Chancellor and COO
   Debra Cummings, Assistant Agency Director and CFO
   Christy Jurney, Assistant Agency Director and CFO, ALEXT
   Loree Lewis, Assistant Vice Chancellor for Administration Services
   Kim Payne, Financial Manager
   Jessica Lee, Director, Banking & Receivables and System Integration
   Tammy Bage, Financial Management Supervisor
   Ashli Woodard, Financial Management Supervisor, ALEXT

6. **TEXAS A&M AGRILIFE EXTENSION SERVICE (ALEXT)**
   Revolving Fund portion not to exceed $4,000,000 Rick Avery, Director
   Vic S. Seidel, Executive Associate Vice Chancellor and COO
   Christy Jurney, Assistant Agency Director and CFO
   Debra Cummings, Assistant Agency Director and CFO, ALRSCH
   Loree Lewis, Assistant Vice Chancellor for Administration Services
   Kim Payne, Financial Manager, ALRSCH
   Jessica Lee, Director, Banking & Receivables and System Integration
   Tammy Bage, Financial Management Supervisor, ALRSCH
   Ashli Woodward, Financial Management Supervisor

7. **TEXAS A&M ENGINEERING EXPERIMENT STATION (TEES)**
   Revolving Fund portion not to exceed $3,000,000
   Robert Bishop, Vice Chancellor and Dean
   Joseph N. Dunn, Executive Associate Vice Chancellor and COO
   Jane Zhou, Assistant Vice Chancellor and CFO
   Karen Gregory, Assistant Controller
   Griselda Vazquez, Assistant Director
   Jiying Yu, Director, Accounting
   Nathan White, Financial Accountant

TEXAS A&M ENGINEERING EXPERIMENT STATION AT QATAR (TEES at Qatar)
Source of Funds – Qatar Foundation Depository Bank – Commercial Bank-Qatar
Joseph N. Dunn, Executive Associate Vice Chancellor and COO, TEES
Jane Zhou, Assistant Vice Chancellor and CFO, TEES
Ceasar O. Malave, Dean and COO, TAMU at Qatar

8. **TEXAS A&M ENGINEERING EXTENSION SERVICE (TEEX)**
Revolving Fund portion not to exceed $3,000,000
Deepak Tyagi, Chief Financial Officer
Brian Stipe, Assistant CFO
Vacant, Agency Deputy Director
Ashley Garmon, Assistant Director, Finance
Vacant, Controller
Vacant, Assistant Controller
Monica Bernal, Financial Manager
Jasmina Lewallen, Financial Manager
Lynn Krueger, Financial Manager

9. **TEXAS A&M FOREST SERVICE (TFS)**
Revolving Fund portion not to exceed $3,500,000
Travis Zamzow, Associate Agency Director for Finance
Andrew Startz, Budgets and Accounting Department Head
Natasha Wolf, Financial Management Supervisor
Katie Fulton, Policy and Review Coordinator
Gabby McConnell, Financial Accountant

10. **TEXAS A&M TRANSPORTATION INSTITUTE (TTI)**
Revolving Fund portion not to exceed $1,000,000
Tyler K. Theobald, Senior Assistant Agency Director and CFO
Stephanie Barnett, Director, Accounting
Weining Yang, Controller
Randi McClure, Supervisor, Accounting
Michelle L. Young, Financial Accountant

11. **TEXAS A&M UNIVERSITY-CORPUS CHRISTI (TAMUCC)**
Revolving Fund portion not to exceed $5,500,000
Kelly Miller, President
Marty Baylor, Vice President for Finance & Administration
Yolanda Castorena, Associate Vice President for Finance and Controller
Allison Lewis, Assistant Vice President and Chief Budget Officer
Will Hobart, Director, Procurement & Disbursements and HUB Coordinator
Cassie Eyring, Assistant Controller
Eliza Garcia, Accounting Manager
Cristy Gonzalez, Financial Accountant
Jacqueline Figueroa, Financial Accountant

Kalee Olivarez, Financial Accountant
Vacant, Accounting Assistant

12. **TEXAS A&M INTERNATIONAL UNIVERSITY (TAMIU)**
Revolving Fund portion not to exceed $3,500,000
Christopher Maynard, President
Lee Banda, Vice President for Finance & Administration
Federico Juarez III, Associate Vice President for Finance & Administration
Elena Martinez, Comptroller
Maria Elena Hernandez, Assistant Comptroller
Melisa Rangel, Associate Controller
Patricia Ornelas, Associate Controller

13. **TEXAS A&M UNIVERSITY-KINGSVILLE (TAMUK)**
Revolving Fund portion not to exceed $5,000,000
Robert H. Vela Jr., President
Jacob Flournoy, Vice President for Finance and CFO
Joanne Castro, Associate Vice President for Financial Services
Samantha Padilla, Controller
Yvonne Vela, Associate Director, Accounts Payable & Card Services
Robyn Wallace, Associate Director, Financial Reporting & Tax

14. **TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY (TVMDL)**
Revolving Fund portion not to exceed $4,000,000
Kiril Dimitrov, Director
Matthew Durham, Assistant Agency Director and CFO
Vic S. Seidel, Executive Associate Vice Chancellor and COO
Debra Cummings, Assistant Agency Director and CFO, ALRSCH
Christy Jurney, Assistant Agency Director and CFO, ALEXT
Loree Lewis, Assistant Vice Chancellor for Administration Services
Kim Payne, Financial Manager, ALRSCH
Jessica Lee, Director, Banking & Receivables and System Integration
Tammy Bage, Financial Management Supervisor, ALRSCH
Ashli Woodard, Financial Management Supervisor, ALEXT

15. **WEST TEXAS A&M UNIVERSITY (WTAMU)**
Revolving Fund portion not to exceed $4,500,000
Todd McNeill, Vice President for Business and Finance
Lauren Cazarez, Associate Vice President and Controller
Katie McBride, Director, Finance
Amanda Ryder, Bursar
John Bassett, Assistant Bursar

16. **EAST TEXAS A&M UNIVERSITY (ETAMU)**
Revolving Fund portion not to exceed $5,500,000
Mark Rudin, President and Chief Executive Officer

Tina Livingston, Vice President for Finance & Administration
Sarah Baker, Associate Vice President for Finance &Administration and Controller
Toni Burton, Assistant Controller
Arlana Martin, Budget Director
Belinda Benson, Senior Budget Manager
Rocio Moreno, State Accounting Manager
Tanya Pearson, Budget Manager
Amanda Reams, Reconciliation Manager
Kim Jefferies, Gifts Processing Manager
Christine Newell, Financial Accountant
Alice Norwood, Accounting Assistant
Vacant, Accounting Assistant
Vacant, Accounting Assistant

17. **TEXAS A&M UNIVERSITY-TEXARKANA (TAMUT)**
Revolving Fund portion not to exceed $2,000,000
Ross Alexander, President
Jeff Hinton, Executive Vice President for Finance & Administration and CFO
Rhonda Jones, Assistant Vice President and Controller
Russell Ryan, Assistant Controller
Geoffrey Krieghoff, Financial Accountant
Vacant, Financial Accountant
Vacant, Financial Accountant

18. **TEXAS A&M UNIVERSITY-CENTRAL TEXAS (TAMUCT)**
Revolving Fund portion not to exceed $2,000,000
Richard Rhodes, President
Todd Lutz, Vice President for Finance & Administration and CFO
Danielle Clouden, Assistant Vice President for Business Affairs and Controller
Vanessa Santos, Assistant Director, Financial Management Services
Susan Bowden, Controller Emerita

19. **TEXAS A&M UNIVERSITY-SAN ANTONIO (TAMUSA)**
Revolving Fund portion not to exceed $3,500,000
Salvador Hector Ochoa, President
Adriana Rojas, Vice President for Business Affairs and CFO
Juan Ortiz, Controller
Elias Sanchez, Associate Controller and Director of Accounting Services
Saundra Johnson, Bursar
Betty Ponce, Assistant Director, Accounts Payable
Olga Llanes, Financial Accountant

20. **TEXAS DIVISION OF EMERGENCY MANAGEMENT (TDEM)**
Revolving Fund portion not to exceed $30,000,000
John Crawford, Vice President for Finance and CFO, TAMU

John McCall, Associate Vice President for Finance and Controller, TAMU
Clint Merritt, Executive Director, Financial Management Operations, TAMU
Bryan Townsend, Executive Director, University Accounting Services, TAMU
Courtney Cammack, Director, University Accounting Services, TAMU
Linda Kettler, Director, Financial Management Operations, TAMU
Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU

21. **<u>TEXAS A&M UNIVERSITY-VICTORIA (TAMUV)</u>**
Revolving Fund portion not to exceed $2,000,000
John Crawford, Vice President for Finance and CFO, TAMU
John McCall, Associate Vice President for Finance and Controller, TAMU
Clint Merritt, Executive Director, Financial Management Operations, TAMU
Bryan Townsend, Executive Director, University Accounting Services, TAMU
Courtney Cammack, Director, University Accounting Services, TAMU
Linda Kettler, Director, Financial Management Operations, TAMU
Cynthia Flemings, Director of Tax Compliance and Reporting, TAMU
Kevin M. Sheehy, Vice President for Finance and Administration
Mark A. Martinez, Senior Director of Finance and Controller
Vacant, Manager, Financial Reporting
Carmen Cancel, Manager, General Accounting
Lois Lemke, Bursar
Stephanie Machieck, Budget Director."

Respectfully submitted,

[SIGNED BY]

Benjamin Wall
Chief Investment Officer and Treasurer

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[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 Approval for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Agenda Item No. 8.4

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor for Academic Affairs
July 22, 2026

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

Subject: Granting of the Title of Emeritus, September 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. 26-04, 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]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

Susan Ballabina, Ph.D.
President
Texas A&M University

[SIGNED BY]

Jeffrey W. Savell, Ph.D.
Vice Chancellor and Dean
Agriculture and Life Sciences

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. 26-04

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
TEXAS A&M UNIVERSITY				
Dr. Fuller W. Bazer	35	Distinguished Professor	[5] University Distinguished Professor Emeritus of Animal Science	Upon Approval by the Board and the Honoree's Retirement
Dr. Barry L. Boyd	27	Associate Professor	Associate Professor Emeritus of Agricultural Leadership, Education, & Communications	Upon Approval by the Board and the Honoree's Retirement
Dr. Mary Bryk	24	Associate Professor	Associate Professor Emerita of Biochemistry & Biophysics	Upon Approval by the Board and the Honoree's Retirement
Dr. Frederick M. Chester	30	Professor	Professor Emeritus of Geology & Geophysics	Upon Approval by the Board and the Honoree's Retirement
Dr. Judith Savaso Chester	30	Professor	Professor Emerita of Geology & Geophysics	Upon Approval by the Board and the Honoree's Retirement
Dr. Mark J. Clayton	30	Professor	Professor Emeritus of Architecture	Upon Approval by the Board and the Honoree's Retirement
Dr. Donnalee Dox	26	Professor	Professor Emerita of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement
Dr. Sarah N. Gatson	27	Associate Professor	Associate Professor Emerita of Sociology	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Ernestine S. Lacy	32	Professor	Professor Emerita of Comprehensive Dentistry	Upon Approval by the Board and the Honoree's Retirement
[1] Dr. David J. Leatham	42	Senior Professor	Professor Emeritus of Agricultural Economics	Upon Approval by the Board and the Honoree's Retirement
Dr. Jean Ann Madsen	26	Professor	Professor Emerita of Educational Administration & Human Resource Development	Upon Approval by the Board and the Honoree's Retirement
[2] Dr. Bruce A. McCarl	41	Senior Professor	Regents Professor Emeritus and [5] University Distinguished Professor Emeritus of Agricultural Economics	Upon Approval by the Board and the Honoree's Retirement
Dr. Thomas D. McKnight	41	Professor	Professor Emeritus of Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Richard S. Mercier	25	Professor	Professor Emeritus of Civil & Environmental Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Scott Lawrence Miller	28	Professor	Professor Emeritus of Electrical & Computer Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Robert M. Milman	10	Clinical Associate Professor	Clinical Associate Professor Emeritus of Medical Education	Upon Approval by the Board and the Honoree's Retirement
Dr. Kathleen O'Reilly	20	Professor	Professor Emerita of Geography	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Ramona L. Paetzold	35	Professor	Professor Emerita of Management	Upon Approval by the Board and the Honoree's Retirement
Dr. Harland Prechel	35	Professor	Professor Emeritus of Sociology	Upon Approval by the Board and the Honoree's Retirement
Dr. Timothy P. Scott	36	Professor	Professor Emeritus of Biology	Upon Approval by the Board and the Honoree's Retirement
Dr. Weiping Shi	26	Professor	Professor Emeritus of Electrical & Computer Engineering	Upon Approval by the Board and the Honoree's Retirement
[3] Dr. Steven M. Smith	46	Professor	Professor Emeritus of Psychological & Brain Sciences Posthumous	Upon Approval by the Board
[4] Dr. Terry L. Wade	35	Research Scientist	Research Professor Emeritus of Oceanography	Upon Approval by the Board and the Honoree's Retirement
Dr. Hongbin Wang	12	Professor	Professor Emeritus of Microbial Pathogenesis & Immunology	Upon Approval by the Board and the Honoree's Retirement
Dr. Mark H. Weichold	46	Regents Professor	Regents Professor Emeritus of Electrical & Computer Engineering	Upon Approval by the Board and the Honoree's Retirement

*

[1] Dr. David J. Leatham served Texas A&M University as Assistant Professor (1983–1989), Associate Professor (1989-1996), and Professor (1996–2026), and retired effective January 31, 2026. He was subsequently rehired as Senior Professor serving in that role from February 16, 2026 until May 31, 2026.

[2] Dr. Bruce A. McCarl served as Professor (1985-2008) and Distinguished Professor (2008-2023). Dr. McCarl transitioned to a non-tenure track Senior Professor position, serving in that role from 2023 until his retirement in 2026.

[3] Posthumous

[4] Dr. Terry L. Wade retired effective February 9, 2020, after 35 years of service to the Department of Oceanography and the Texas A&M University Geochemical and Environmental Research Group. Although most of his career was in staff and research leadership roles, he also served in faculty appointments, including Adjunct Professor of Oceanography (2001–2014) and Research Professor of Oceanography (2014–2018).

[5] 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 AGRILIFE RESEARCH				
Dr. Charles D. Johnson	16	Director Texas A&M AgriLife Genomics & Bioinformatics Service (TxGen)	Director Emeritus of the Texas A&M AgriLife Genomics & Bioinformatics Service (TxGen)	Upon Approval by the Board and the Honoree's Retirement

Agenda Item No. 8.5

AGENDA ITEM BRIEFING

Submitted by: Janet Gordon, System Ethics and Compliance Officer
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. 8.5

THE TEXAS A&M UNIVERSITY SYSTEM
System Ethics and Compliance Office
July 22, 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 and the appointment and commissioning of Texas Forest Service employees as peace officers by the director of the Texas Forest Service, 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]

Janet Gordon
System Ethics and Compliance Officer

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Susan Ballabina, Ph.D., President
Texas A&M University

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

[SIGNED BY]
Dr. James Hurley, President
Tarleton State University

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

[SIGNED BY]
Al Davis, Director
Texas A&M Forest Service

[SIGNED BY]
Christopher Maynard, Ph.D., President
Texas A&M International University

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
TARLETON STATE UNIVERSITY		
Jones, Michael G.	Chief of Police	07/20/2026
TEXAS A&M INTERNATIONAL UNIVERSITY		
Sanchez, Osmar	Peace Officer	06/22/2026
TEXAS A&M UNIVERSITY		
Giles, Gavin D.	Peace Officer	06/11/2026
Harris, Devon T.	Peace Officer	06/11/2026
Heffley, Kristen N.	Peace Officer	06/11/2026
Novak, Ashley J.	Peace Officer	06/11/2026
Patton, Christopher W.	Peace Officer	06/17/2026
Stevens, Tyler L.	Peace Officer	06/11/2026
TEXAS A&M UNIVERSITY CORPUS CHRISTI		
Gomez, Jeremiah	Peace Officer	06/18/2026
Lamb, Rupert	Peace Officer	06/18/2026
Longoria, Orlando	Peace Officer	06/18/2026
Magallanez, Mario	Peace Officer	05/11/2026
Osuch, Bradley	Peace Officer	06/18/2026
TEXAS A&M FOREST SERVICE		
Sanders, Tyler	Peace Officer	06/01/2026

Agenda Item No. 8.6

AGENDA ITEM BRIEFING

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

Subject: Appointment of Interim Provost and Vice President of Academic Affairs of East Texas A&M University

Proposed Board Action:

Appoint Dr. Andrea Graham as the Interim Provost and Vice President of Academic Affairs of East Texas A&M University, effective immediately.

Background Information:

Dr. Andrea Graham is recommended for the position of Interim Provost and Vice President of Academic Affairs at East Texas A&M University. Dr. Graham brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Interim Provost and Vice President of Academic Affairs, Dr. Graham 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. Graham 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. Graham's is attached.

A&M System Funding or Other Financial Implications:

President Rudin recommends an initial salary of $260,000.

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. 8.6

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

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

Subject: Appointment of Interim Provost and Vice President of Academic Affairs of East Texas A&M University

I recommend adoption of the following minute order:

> **"Dr. Andrea Graham is hereby named the Interim Provost and Vice President of Academic Affairs of East Texas A&M University, effective immediately, at an initial salary of $260,000."**

Respectfully submitted,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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 and/or Board of Regents Approval

Notice for Appointments: In accordance with System Policy 01.03, the proposed salary should not exceed 10% above the median annual salary for comparable positions at peer institutions or agencies. Salaries that exceed this threshold require approval by the Board of Regents.

Proposed New Hire

Name: Dr. Andrea Graham

Title: Interim Provost and Vice President of Academic Affairs

Institution: ETAMU

Salary: $ 260,000

External (Peer Institutions or Agencies) Market Data

	External Data Source Name	External Job Title	Annual Salary ($)
1	A&M Victoria	Provost & VPAF	250,000
2	A&M Corpus Christi	Provost & VPAF	275,000
3	A&M Central	Provost & VPAF	263,150
4	Midwestern State University	Provost & VPAF	242,000
5	Stephen F. Austin University	Provost & VPAF	305,000

Internal Salary Data

Incumbent Name	Job Title	Annual Salary ($)
Tammmi Vacha-Haase	Provost & VPAF	306,331

Comments (if necessary)

Texascollegesalaries.com

Andrea M Graham, Ph.D.
Associate Professor, Industrial Engineering (Tenured)
Dean, College of Science and Engineering
East Texas A&M University | Commerce, TX 75429
Andrea.graham@etamu.edu

EDUCATION

Doctor of Philosophy, Industrial Engineering
University of Texas at Arlington, Arlington, TX

Master of Science, Technology Management
Stevens Institute of Technology, Hoboken, NJ

Bachelor of Science, Mechanical Engineering (Honors)
Tuskegee University, Tuskegee, Alabama

OVERVIEW OF ADMINISTRATIVE & FACULTY POSITIONS

Dean, College of Science and Engineering, East Texas A&M Univ.	2023-Present
Interim Dean, College of Science and Engineering, East Texas A&M Univ.	2022-2023
Associate Dean, College of Science and Engineering, East Texas A&M Univ.	2020-2022
Chair, Department of Engineering & Technology, East Texas A&M Univ.	2016-2020
Associate Professor (tenured), Department of Engineering & Technology	2018-Present
Assistant Professor, Department of Engineering & Technology	2013-2018

LEADERSHIP EXPERIENCE

East Texas A&M University (formerly Texas A&M-Commerce)
August 2013- Present

East Texas A&M University (ETAMU), located in Commerce, Texas, is a Carnegie R2: Doctoral University – High Research Activity institution within the Texas A&M University System, serving both rural and urban communities across Northeast Texas. With more than 13,000 students enrolled, ETAMU is one of the fastest-growing universities in the System. The university offers 130+ affordable degree programs in science, engineering, business, education, and the arts, and is nationally recognized for innovation, access, and student success. Spanning a **2**,094-acre main campus and multiple urban learning sites—including a new Dallas campus on North Central Expressway—ETAMU leverages strong industry partnerships, digital literacy initiatives, and a research-driven academic environment to prepare graduates for workforce leadership. A newly minted NCAA Division I institution with a vibrant student life, ETAMU continues to expand its regional and national impact through excellence, inclusion, and community engagement.

Dean, College of Science and Engineering

Duties: Provides visionary leadership to enhance the College's reputation as a premier producer of engineers and scientists in Texas and across the nation. Oversees six departments and eleven academic programs—including fifteen undergraduate and six graduate degrees, with ABET-accredited engineering and computer science programs—serving more than 1,300 students and supported by 83 faculty and staff. Guides strategic planning and resource development in alignment with the University's mission, managing a $7.7M budget with fiscal accountability and operational efficiency. Leads fundraising, partnership building, and alumni and industry engagement to expand the College's impact and reach. Directs academic program development, accreditation, and assessment to ensure excellence in teaching, research, and service. Champions faculty recruitment, retention, and professional development while promoting interdisciplinary collaboration and a culture of academic excellence. Drives innovation, strategic partnerships, and external engagement to position the University as a leader in scientific and technological advancement.
Direct Reports: Associate Dean, Six Department Chairs, Planetarium Director, Makerspace Director.

Key Contributions:

- **Achieved Full ABET Reaccreditation:** Successfully completed ABET reviews for all engineering programs in Fall 2023, securing the maximum six-year accreditation period—a significant institutional milestone.
- **Optimized Resource Allocation:** Reduced adjunct and overload expenditures by 6%, strategically reallocating funds to the provost's initiative on faculty salary compression.
- **Launched System-First AI Graduate Program:** Collaborated across Computer Science, Literature and Language, and the Graduate School to establish an interdisciplinary M.S. in Artificial Intelligence—the first of its kind in the Texas A&M University System.
- **Increased Enrollment and Visibility:** Oversaw a 12% rise for the college in undergraduate enrollment over two years and elevated the college's national profile, earning recognition as one of the *Best Undergraduate Engineering Programs*—ranked #8 in Texas and in the top 56% nationally by *U.S. News & World Report (2025).*
- **Advanced Research Reputation:** Supported faculty initiatives that contributed to the University's elevation from Carnegie R3 to R2 ("High Research Activity") status by driving growth in research expenditures and maintaining the highest grant submission rate among all colleges.
- **Expanded Academic Portfolio:** Led the development and approval of a new B.S. program in Biochemistry, as well as additional academic offerings, including B.S. degrees in Mechanical Engineering and Biotechnology, an M.S. in Engineering, and currently writing proposal for the College's first ever Ph.D. in Computing.
- **Strengthened Faculty Governance:** Co-chaired the University committee responsible for major revisions to Tenure and Promotion implementation procedures.

- **Secured Record Philanthropic Support:** Partnered with Philanthropy and Engagement to secure over $1 million in donor funding for scholarships, laboratories, and research initiatives.
- **Championed AI Integration:** Serving as the lead Dean on the University's AI Initiative to enhance AI literacy and embed AI tools in the curriculum across all disciplines.

Associate Dean, College of Science and Engineering

Duties: Served as Head of the Departments of Engineering & Technology; Computer Science & Information Systems**.** Provided strategic and academic leadership for two departments offering eight undergraduate and graduate degree programs across engineering, technology, and computing disciplines. Directed full-time and adjunct faculty across programs in Industrial, Construction, and Electrical Engineering; Technology Management; Computer Science; Computer Information Systems; and Cybersecurity (RELLIS Campus). Oversaw all fiscal operations, including operating, special, and endowment accounts, and managed departmental assets. Guided curriculum development and program review processes using data-driven analysis of enrollment, performance, and market trends. Championed faculty development through targeted training and mentorship initiatives while fostering partnerships that enhanced academic quality, student success, and external engagement.

Direct Reports: Twenty-Six faculty (tenured and tenure-track), one administrative associate, Director of the Shirley Makerspace

Key Contributions:
- **Drove Strategic Enrollment Growth:** Led a 280% increase in graduate Computer Science enrollment from Fall 2020 to Fall 2022 through targeted recruitment and academic program enhancements.
- **Secured Continued Accreditation:** Oversaw successful ABET reaffirmation for the Computer Science program in Fall 2022, ensuring sustained program quality and compliance.
- **Enhanced Enrollment Management:** Implemented a data-informed course rotation and advising model to optimize graduate enrollment, retention, and faculty workload balance.
- **Strengthened Faculty Engagement:** Cultivated a culture of transparency and shared governance, reinforcing faculty trust and advancing collaborative research productivity.
- **Expanded Student Mentorship and Professional Development:** Established the Engineering Fireside Chat series, creating a professional forum that connected students with faculty and industry mentors while strengthening engagement, leadership development, and career readiness in engineering.

Head, Department of Engineering & Technology

Duties: Provided strategic and academic leadership for the Department of Engineering & Technology overseeing four undergraduate degree programs and one graduate degree program. Coordinated curriculum development, ABET accreditation, and continuous program improvement to ensure industry and workforce relevance. Managed faculty recruitment, mentoring, and evaluation while promoting a culture of scholarship and externally funded research. Directed budgeting, resource allocation, and laboratory infrastructure to support teaching and research activities. Built and nurtured partnerships with industry, government, and academic collaborators to enhance student success, experiential learning, and the department's regional and national visibility.

Direct Reports: Thirteen (tenure and tenure-track) faculty, 1 distinguished lecturer and one administrative associate.

Key Contributions:

- **Launched innovative learning initiatives** to enhance engineering visibility and experiential learning across campus, including the creation of the Shirley Makerspace, fostering cross-disciplinary collaboration and student innovation.
- **Directed successful ABET accreditation efforts**, leading Construction and Industrial Engineering programs through reaffirmation (2017) and achieving initial accreditation for Electrical Engineering (2019)**.**
- **Spearheaded faculty recruitment and program development** for the new Electrical Engineering program, hiring three faculty members and establishing cutting-edge curriculum and laboratory facilities (implemented Spring 2018).
- **Drove continuous enrollment growth** in the Electrical Engineering program through strategic marketing, program quality, and student engagement initiatives.
- **Guided the design, funding, and opening** of the Shirley Makerspace, providing a state-of-the-art environment for innovation, prototyping, and applied research.
- **Contributed to institutional strategy**, serving on the committee that developed the 2020–2025 Strategic Plan for Texas A&M University–Commerce, aligning college initiatives with university-wide priorities.

FUNDRAISING EXPERIENCE

Overall Fundraising Experience: $2.0M

My fundraising experience has strengthened significantly over my tenure in higher education, resulting in tangible outcomes that have advanced student success and program growth. Partnering strategically with Philanthropy and Engagement, I have cultivated high-impact relationships with alumni and regional corporate partners that have yielded major gifts supporting scholarships, laboratories, and academic initiatives. Additionally, I have secured competitive state and foundation grants that have expanded STEM outreach and increased institutional visibility in the region.

- Forged strategic partnership with Oncor to secure $150K in corporate funding for the establishment of a state-of-the-art Power Laboratory, advancing experiential learning in Electrical Engineering.
- Collaborated with L3Harris Technologies to secure a three-year, $300K commitment to endow a Distinguished Lecturer position supporting the launch and growth of the Electrical Engineering program (initiated in 2017).
- Obtained $500K in institutional funding to support the successful startup and implementation of the Electrical Engineering program, expanding the College's academic portfolio.
- Partnered with the President's and Provost's Offices to secure $650K for digital infrastructure upgrades in the Planetarium and Science Lobby, enhancing campus engagement and STEM outreach.
- Collaborated with the Office of Philanthropy to secure a $25K alumni donation establishing the Shirley Makerspace, promoting innovation and cross-disciplinary learning.
- Secured a $400K philanthropic scholarship endowment dedicated to supporting Electrical Engineering students, strengthening student recruitment and retention.

INDUSTRY EXPERIENCE (Private Sector)

- AT&T Corporation 1996- 2004
    - Senior Technical Staff Member (SME) 6/2000-12/2004
    - Capital Initiative Manager 3/1999-6/2000
    - Building Element Manager 10/1996 – 3/1999

During eight years with AT&T Corporation's Network Operations Division, I advanced through progressive leadership roles from Building Element Manager to Senior Technical Staff Member, leading large-scale infrastructure, capital, and systems management initiatives across domestic and international operations. My work integrated engineering, operations, and financial management to enhance reliability, efficiency, and performance of AT&T's global network facilities. I managed multimillion-dollar capital programs, supervised cross-functional technical teams, and implemented data-driven strategies that reduced operating expenses, improved system reliability, and strengthened long-term asset management. Key accomplishments include directing the concept and deployment of remote alarm monitoring systems that reduced operational costs by 5%, leading a company-wide energy and facilities management cost reduction initiative that generated over $10M in savings, and establishing corporate standards for HVAC design and maintenance that improved system reliability and reduced expenses.

- Pratt & Whitney Aircraft, Manufacturing Process Engineer, 1992-1994

LEADERSHIP DEVELOPMENT & PROFESSIONAL TRAINING

- AI Learning Academy, Micro credential Completion, University of Florida. June 2025 Intensive professional development institute on artificial intelligence, focusing on AI fundamentals, ethical considerations, practical applications, and instructional integration.

- Texas Academic Leadership Academy (TALA), Texas Council of Chief Academic Officers – Certificate in Academic Leadership, 2019

Competitive leadership development program preparing senior academic leaders in strategic planning, budgeting, governance, and institutional leadership.

- Certified Lean Six Sigma Master Black Belt, 2019
  Expert-level certification in organizational process improvement, data-driven decision-making, and operational strategy.

CLASSES TAUGHT

Teaching Philosophy: My teaching philosophy is grounded in the belief that learning is a lifelong pursuit best cultivated through interactive, collaborative, and problem-solving environments. I view teaching as a partnership—where instructor and student are co-learners engaged in discovery. Beyond delivering information, my goal is to help students learn how to learn, think critically, and understand the broader societal impact of their work. I integrate technology and real-world applications to deepen engagement and relevance, fostering global-minded, ethically grounded decision-makers. At its core, my approach emphasizes mentorship—guiding students to find purpose, confidence, and satisfaction in both their academic and professional journeys.

Undergraduate Courses:

IE 101	Introduction to Industrial Engineering	3 credit hours (lecture)
IE 201	Computing for Engineers	3 credit hours (lecture)
IE 211	Probability and Statistics for Engineers	3 credit hours (lecture)
IE 305	Facilities Planning and Management	3 credit hours (lecture)
IE 311	Advanced Engineering Statistics	3 credit hours (lecture)
IE 312	Industrial Operations Research	3 credit hours (lecture)
IE 314	Statistical Quality Control	3 credit hours (lecture)
IE 316	Manufacturing Systems Design and Control	3 credit hours (lecture)
IE 410	Systems Simulation	3 credit hours (lecture)
IE 444	Systems Engineering	3 credit hours (lecture)
TMGT 352	Principles of Cost Engineering	3 credit hours (online lecture)
IE 495	Senior Capstone Design Project	3 credit hours (Project based)
US 497	Integrating AI & US	3 credit hours (lecture)

Graduate Courses:

TMGT 595	Applied Research in Engineering and Technology (online, hybrid)	3 credit hours
TMGT 597	Special Topics: Technology and Innovation (online delivery)	3 credit hours

REPRESENTATIVE COMMITTEE WORK AND PROJECTS

- Campus Master Plan Committee. Member. 2025
- University Tenure and Promotion Revision Working Group. Co-Chair. Appointed by the Provost to revise current university procedure guiding the implementation of

tenure and promotion. Revision successfully completed and approved by the Texas A&M System in 2025.

- Artificial Intelligence Initiative. Chair. Leading effort to increase AI Literacy across the ETAMU community of faculty, staff and students. 2025
- University Suspension Appeals Committee. Chair. Reviewed and heard appeals from students on suspension seeking to re-enter the university. 2017-2023
- Enrollment Management Executive Team. Member. 2025
- Title IX Designated Administrator, 2021-Present
- Undergraduate Suspension Appeals Committee Chair, 2018-2022
- Undergraduate Recruitment Committee, 2021-Present
- COSE Curriculum Committee Chair, 2021-2023
- Provost and VP Academic Affairs Search Committee member, 2021-2022
- University Strategic Planning Committee- Spring 2019
- Student Service Fees Committee – Appointment Spring 2019-Sping 2021
- Presidential Search Advisory Board, Spring-Summer 2018.

OVERVIEW OF INDIVIDUAL GRANTS, FELLOWSHIPS & HONORS

- 2025 – NSF funded LEAP Conference: Leveraging Ethical Authorship & Publishing Practices: Guidelines for Early Career Engineering and Computer Science Faculty. Role: Steering Committee. Amount: $50,000
- 2024- Sub-Award: System: NSF INCLUDES Alliance: Re-Imagining STEM with Utilizing Postdoctoral Pathways (RISE UPP). Role: Principal Investigator. Amount: $40,346
- 2022 - Texas Workforce Commission Camp Code. Role: Principal Investigator. Amount: $50,376
- 2017 - The Texas Higher Education Coordinating Board (THECB) Engineering Summer Program for middle school students. Role: Principal Investigator. Amount: $11,727
- 2016 - The Texas Higher Education Coordinating Board (THECB) Engineering Summer Program for middle school students. Role: Principal Investigator. Amount: $12,900
- 2015 - The Texas Higher Education Coordinating Board (THECB) Engineering Summer Program for middle school students. Role: Principal Investigator Amount: $13,998

PUBLICATIONS AND PRESENTATIONS (Selected)

Peer-Reviewed Publications

- Graham, A., Saffer, S., Donham, B.(2022), " ABET Self-Study Report for Bachelors of Science in Computer Science at Texas A&M-Commerce"
- Graham, A. (2019). " Self-Study Report for Bachelors and Masters of Science in Technology Management at Texas A&M-Commerce"

- Graham, A. & Donham B.,(2017). “ABET Self-Study Report for the Bachelor of Science in Industrial Engineering at Texas A&M University Commerce”
- Graham, A., Kim, Yoon Duk, & Donham B. (2017). “ABET Self-Study Report for the Bachelor of Science in Construction Engineering at Texas A&M University Commerce”
- Graham, A. & Rogers, J. (2013). “Scenario Analysis Evaluating the Sustainability Impacts of Freight Transportation Networks”, Institute of Industrial Engineers Conference Proceedings.
- Chen, Victoria; Rogers, K. Jamie; Graham, Andrea; Dickson, John; Mattingly, Stephen; Sattler, Melanie; Weatherton, Yvette Pearson (2012). "Sustainable Industrial Engineering Modules.” American Society for Engineering Education Annual Conference and Exposition.
- Rogers, K. Jamie; Sattler, Melanie; Graham, Andrea; Mattingly, Stephen. (2012). “Life Cycle Sustainability Economics.” American Society for Engineering Education Annual Conference and Exposition.
- Graham, A. & Rogers, J.(2012). “Evaluation of Freight Transportation Productivity Data Collection Methods and Reliability”, Institute of Industrial Engineers Conference Proceedings.
- Graham, A. & Rogers, J.,Sattler, Melanie. (2011)“Assessing Life Cycle Sustainability in Engineering Economics” Uncertainty”, Institute of Industrial Engineers Conference Proceedings.
- Graham, A. & Rogers, J. (2011). ” Identification of Supplier Risk Assessment Tools under Economic Uncertainty”, Institute of Industrial Engineers Conference Proceedings.
- Graham, A., Rogers, J. (2011)”Technology Innovation Risk Mitigation and Organizational Strategy: A Balanced Framework for Technology Managers”, Portland International Center for Management of Engineering and Technology Conference Proceedings.

Conference Presentations/Invited Talks

- “Breaking Down Barriers for Women in Engineering”, International Conference on Industrial Engineering and Technology Management (IC-IETM), Dallas, TX. April 2017
- **“**Assessing Life Cycle Sustainability in Engineering Economics Uncertainty”, Institute of Industrial Engineers Conference Proceedings. San Juan, PR. May 2013
- “Time Study and Work Measurement: Impacts on Six Sigma Projects”, Institute of Industrial Engineers Conference, San Juan, PR. May 2013
- “Scenario Analysis Evaluating the Sustainability Impacts of Freight Transportation Networks”, Institute of Industrial Engineers Conference Proceedings. San Juan, PR. May 2013
- "Sustainable Industrial Engineering Modules.” American Society for Engineering Education Annual Conference and Exposition. San Antonio, TX. June 2012

PROFESSIONAL ORGANIZATIONS

- American Society of Engineering Education (ASEE)
- International Supply Chain Education Alliance, Certified RFID Trainer
- Society of Women Engineers, Professional Member
- Institute of Industrial and Systems Engineering, Senior Member
- Alpha Pi Mu, Member
- Phi Kappa Phi National Honor Society, Member

AWARDS AND HONORS

- 2025 Distinguished Industrial Engineering Academy Inductee, University of Texas at Arlington
- Myrna Gilstrap in Teaching Award, 2019
- Eminent Faculty Scholar, 2019
- Professor of the Year – Hunt Hopkins County African American Leadership Conference, 2017
- Tech Titan of the Future –University Finalist for Engineering Summer Program for Girls, 2016
- Alfred P. Sloan Ph.D. Scholar, 2011-2012
- STEM Doctoral Fellowship, 2008-2010
- Southern Regional Education Board Doctoral Scholar, 2006

Agenda Item No. 8.7

AGENDA ITEM BRIEFING

Submitted by: Susan Ballabina, Ph.D., President
Texas A&M University

Subject: Appointment of Vice Provost for Academic Affairs of Texas A&M University

Proposed Board Action:

Appoint Dr. Michael Johnson as the Vice Provost for Academic Affairs of Texas A&M University, effective immediately.

Background Information:

Dr. Michael Johnson is recommended for the position of Vice Provost for Academic Affairs at Texas A&M University. Dr. Johnson brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Vice Provost for Academic Affairs, Dr. Johnson will work closely with the president, provost, 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. Johnson 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 copy of the curriculum vitae of Dr. Johnson is attached.

A&M System Funding or Other Financial Implications:

Dr. Ballabina recommends an initial salary of $456,934.72.

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. 8.7

TEXAS A&M UNIVERSITY
Office of the President
June 17, 2026

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

Subject: Appointment of Vice Provost for Academic Affairs of Texas A&M University

I recommend adoption of the following minute order:

> **"Dr. Michael Johnson is hereby named the Vice Provost for Academic Affairs of Texas A&M University, effective immediately, at an initial salary of $456,934.72."**

Respectfully submitted,

[SIGNED BY]

Susan Ballabina, Ph.D., President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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

May 28, 2026

Appointment Requiring Chancellor Approval

Proposed New Hire:

Name: Michael Johnson

Title: Vice Provost for Academic Affairs

Salary: $ 456,934.72

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	lbb.texas.gov - U. of Texas	Senior Associate Dean for Academic Af	$572,492
2.	umsalary.info - U. of Michigan	Vice Provost for Academic and Faculty	$538,143
3.	stitoday.com - U. of Illinois-UC	Exec Vice Provost Academic Affairs	$401,084
4.			
5.			

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Angela Wilson	Vice President for Research	$450,000
2.	Blanca Lupiani	Vice Provost for Faculty Affairs	$430,001
3.	Fuhui Tong	Associate Provost - Graduate & Prof Sch	$364,000
4.			
5.			

Comments, if necessary:

In accordance with System Policy 01.03, §2.9, the median of the external salaries = $538,143 and 10% above the median = $591,957.

Michael DeShawn Johnson

3367 TAMU College Station, TX 77843-3367 | mdjohnson@tamu.edu | (979) 845-4902

EDUCATION:

Massachusetts Institute of Technology Cambridge, MA
Ph.D. Mechanical Engineering. June 2004. **Thesis:** A Methodology for Determining Engineering Costs and Their Effects on the Development of Product Families.
Committee: Joel P. Clark, Randolph E. Kirchain, and Warren P. Seering
Minor: Finance

Massachusetts Institute of Technology Cambridge, MA
S.M. June 2001. **Thesis:** Deformation and Fracture of Polycarbonate and Rubber-Modified Polycarbonate under Controlled Temperature, Deformation Rate, and Notch Stress Triaxiality.
Advisors: Mary C. Boyce and David M. Parks

Michigan State University East Lansing, MI
B.S. Mechanical Engineering. May 1999.
Graduated with High Honors from The Honors College

Katholieke Universitiet Leuven Leuven, Belgium
Study Abroad Fall 1998

APPOINTMENTS AND POSITIONS:

Texas A&M University College Station, TX
Associate Provost for Academic Enhancement (July 2024 – Present)
Interim Vice Provost for Academic Affairs (July 2025 – Present)
Interim Vice Provost for Faculty Affairs (September 2024 – May 2025)
Interim Associate Provost for Faculty Success (September 2022 – June 2024)
Interim Associate Vice President for Faculty Affairs (September 2022 – December 2023)

College of Engineering
Stewart and Stevenson Professor I (January 2026 – Present)
Associate Dean for Inclusion and Faculty Success (September 2020 – August 2022)

Department of Engineering Technology and Industrial Distribution (ETID)
Professor (September 2019 – Present)
Acting Department Head (September 2023 – November 2023)
Associate Department Head for Undergraduate Studies (June 2018 – August 2020)
Manufacturing and Mechanical Engineering Technology (MMET) Program
Program Coordinator (April 2014 – May 2018)
Associate Professor (with tenure) (September 2013 – August 2019)
Assistant Professor (August 2007 – August 2013)

J. Mike Walker ’66 Department of Mechanical Engineering
Professor (by courtesy) (December 2020 – Present)

Center for Emergency Informatics
Associate Director for Education (October 2012 – August 2018)

3M Corporate Research Laboratory St. Paul, MN
Senior Product Development Engineer (September 2004 – July 2007)

University of St. Thomas School of Engineering St. Paul, MN
Adjunct Assistant Professor (Fall 2006)

MIT Materials Systems Laboratory Cambridge, MA
Research Assistant (June 2001 – August 2004)

General Motors Manufacturing Systems Research Lab Warren, MI
Summer Intern (Summer 2002 & 2003)

APPOINTMENTS AND POSITIONS (Continued):

MIT Center for Materials Science and Engineering Cambridge, MA
Research Assistant (September 1999 – June 2001)

3M Advanced Materials Technology Center St. Paul, MN
Summer Intern (Summer 1999)

3M Design Engineering St. Paul, MN
Summer Intern (Summer 1998)

3M Non-woven Materials Technology Center St. Paul, MN
Summer Intern (Summer 1997)

HONORS AND AWARDS:

- Appointed Holder of the Endowed Stewart and Stevenson Professorship I - 2026
- Fellow – American Society for Engineering Education (ASEE) – 2025
- ASEE National Engineering Technology Teaching Award – 2020
- ASEE Fredrick J. Berger Award – 2020
- Faculty Excellence Award: Teaching, Research, and Service, ETID – 2019
- Texas A&M Institute for Engineering Education and Innovation Fellow (2018-2019)
- College of Engineering Excellence in Teaching Award – 2018
- Southeastern Conference Academic Leadership Development Program Fellow (2017-2018)
- Charlotte and Walter Buchanan Faculty Fellow in ETID – 2017
- Association of Former Students Distinguished Achievement Award in Teaching – College Level – 2016
- Faculty Excellence Award: Teaching, Research, and Service, ETID – 2016
- Service Excellence Award, ETID – 2014
- Corrie and Jim Furber ’64 Faculty Fellow in ETID (2012-2013)
- Dwight Look College of Engineering William O. and Montine P. Head Fellow (2011-2012)
- Teaching Excellence Award, ETID – 2011
- Honorary Member – Tau Alpha Pi Honor Society (Inducted 2011)
- Senior Member – IEEE – 2011
- Texas A&M University System Student-led Award for Teaching Excellence (SLATE) – Fall 2009
- Winning Team – MIT 2.810 CAD/CAM Car Competition – 2000
- Dean’s List (All 8 Semesters – 1995-1999)
- MSU College of Engineering Distinguished Academic Achievement Award (top 3% of class) – 1998
- Tau Beta Pi Honor Society (Inducted junior year)
- Phi Kappa Phi Honor Society (Inducted junior year)
- Pi Tau Sigma - Mechanical Engineering Honor Society (Inducted junior year)

PUBLICATIONS AND PRESENTATIONS:

Journal Articles:

1. Krishnan, V.V., DeHoust, B.M., Miller, G., Johnson, M.D., Banerjee, A., Nepal, B.P., 2026. “Engineering Ethics Interventions and Assessments: A Systematic Literature Review,” Science and Engineering Ethics, 32 (2):15.
2. Krishnam, V.V., Miller, G., Johnson, M.D., Banerjee, A., Nepal, B.P., 2025. “An Analysis on Ethical Competency and Self-Efficacy Among Freshman Students in Engineering,” International Journal of Engineering Education, 41 (4): 981–993.
3. †Ozturk, E., Johnson, M.D., Yalvac, B., Peng, X., 2023. “Development of Adaptive Expertise in Engineering Undergraduates through Contextual Computer Aided Design Modeling Activities,” International Journal of Engineering Education, 39 (3): 685-702.

Journal Articles (Continued):

4. Haapala, K.R., Raoufi, K., Kim, K-Y., Orazem, P.F., Houck, C.S., Johnson, M.D., Okudan Kremer, G.E., Rickli, J.L., Sciammarella, F.M., Ward, K., 2022. "Prioritizing Actions and Outcomes for Community-based Future Manufacturing Workforce Development and Education," Journal of Integrated Design and Process Science, 26 (3-4): 415-441.
5. Natarajarathinam, M., Xie, L., Johnson, M.D., Qiu, S., 2022. "Current Trends in Supply Chain Training Programs in the Context of Industry 4.0 Technologies," International Journal of Engineering Education, 38 (2): 466-481.
6. †Kumar, V., Johnson, M.D., Nepal, B., Ghoshal, G., 2021. "Impact of a High Value Manufacturing Research and Enrichment Experience on Self-Efficacy of High School STEM Teachers", International Journal of Engineering Education, 37 (4): 925-938.
7. Johnson, M.D., Narayanan, A., Sawaya, W.J., 2021. "Rewarding Teaching Excellence in Higher Education: An Analysis of an Incentive Program at a Tier I Research Institute and a Prescription for Future Teaching Incentive Programs," International Journal of Public Sector Performance Management, 7 (3): 314-336.
8. †Kumar, V., Nepal, B., Johnson, M.D., 2021. "Assessing Skills Gap in High Value Manufacturing: An Oil and Gas Industry Continuing Education Case Study", International Journal of Engineering Education, 37 (3): 721-732.
9. †Ozturk, E., Yalvac, B., Johnson, M.D., Peng, X., 2020. "Investigating the Relationships Among Engineering Practitioners and Undergraduate Students' Adaptive Expertise Characteristics and Experiences," International Journal of Engineering Education, 36 (5): 1585-1594.
10. †Debapriyo, P., Nepal, B., Johnson, M.D., Jacobs, T.J., 2018. "Examining Validity of General Self-Efficacy Scale for Assessing Engineering Self-Efficacy," International Journal of Engineering Education, 33 (5): 1671-1686.
11. Zhan, W., Wang, J., Vanajakumari, M., Johnson, M.D., 2018. "Creating A High Impact Learning Environment for Engineering Technology Students," Advances in Engineering Education, 6 (3): 1-23.
12. Johnson, M.D., †Valverde, L.M., †Thomison, W.D., 2018. "An Investigation and Evaluation of Computer-Aided Design Model Complexity Metrics, Computer-Aided Design and Applications, 15 (1): 61-75.
13. †Henri, M.A., Johnson, M.D., Nepal, B., 2017. "A Review of Competency-Based Learning: Tools, Assessments, and Recommendations," Journal of Engineering Education, 106 (4): 607-338.
14. Liu, K., Peng, X., McGary, P., Yalvac, B., †Ozturk, E., Johnson, M., †Valverde, L., 2015 "Integration of Contextual Exercises in Computer-Aided Design Education," Computer-Aided Design and Applications, 12 (S1): 13-21.
15. Johnson, M.D., Wang,J., 2015. "A Method for Assessing Required Course-related Skills and Prerequisite Structure," European Journal of Engineering Education, 40 (3): 297-308.
16. Camba, J., Contero, M., Johnson, M., Company, P., 2014. "Extended 3D Annotations as a New Mechanism to Explicitly Communicate Geometric Design Intent and Increase CAD Model Reusability," Computer-Aided Design, 57 (1): 61-73.
17. Narayanan, A., Sawaya, W.J., Johnson, M.D., 2014. "Analysis of Differences in Non-teaching Factors Influencing Student Evaluation of Teaching between Engineering and Business Classrooms," The Decision Sciences Journal of Innovative Education, 12 (3): 233-265.
18. Nepal, B., Yadav, O.P., Johnson, M.D., 2014. "Multi-State Bayesian Belief Probabilities Based Prioritization Framework for Customer Satisfaction Attributes in Product Development," IEEE Transactions on Systems, Man and Cybernetics: Systems, 44 (6): 728-743.

Journal Articles (Continued):

19. Peng, X., McGary, P., †Ozturk, E., Yalvac, B., Johnson, M., †Valverde, M., 2014. "Analyzing Adaptive Expertise and Contextual Exercise in Computer-Aided Design," Computer–Aided Design and Applications, 11 (5): 597-607.
20. Johnson, M.D., Sawaya, W.J., Natarajarathinam, M., 2013. "A Methodology for Calculating the Comprehensive Cost of Manufacturing Offshoring," International Journal of Production Research, 51 (18): 5549-5564.
21. Johnson, M.D., Narayanan, A., Sawaya, W.J., 2013. "Effects of Course and Instructor Characteristics on Student Evaluation of Teaching across a College of Engineering," Journal of Engineering Education, 102 (2): 289-318.
22. Peng, X., Mcgary, P., Johnson, M., Yalvac, B., and †Ozturk, E., 2012, "Assessing Novice CAD Model Creation and Alteration," Computer-Aided Design and Applications, PACE (2): 9-19.
23. †Diwakaran, R.P. Johnson, M.D., 2012. "Analyzing the Effect of Alternative Goals and Model Attributes on CAD Model Creation and Alteration," Computer-Aided Design, 44 (4): 343-353.
24. Natarajarathinam, M., Somy, M., and Johnson, M. D., 2011. "Measuring Performance of Material Handling Systems: A Conveyor System Analysis," International Journal of Business Performance and Supply Chain Modeling, 3(2): 167-180.
25. Johnson, M. D., †Diwakaran, R. P., 2011. "An Educational Exercise Examining the Role of Model Attributes on the Creation and Alteration of CAD Models," Computers & Education, 57(2): 1749-1761.
26. Johnson, M.D. & Kirchain, R.E., 2011. "The Importance of Product Development Cycle Time and Cost in the Development of Product Families," Journal of Engineering Design, 22 (2): 87 – 112.
27. Johnson, M.D., Kirchain, R., 2010. "Developing and Assessing Commonality Metrics for Product Families: A Process-Based Cost-Modeling Approach," IEEE Transactions on Engineering Management, 57(4): 634-648.
28. Hennessey, M.P., Johnson M.D., 2010. "Design and Manufacture of a Museum-Grade Children's Indoor Trebuchet by Mechanical Engineering Students," International Journal of Mechanical Engineering Education, 38 (1): 28-44.
29. Johnson, M.D., †Parthasarathy, A., 2010. "Evaluating the Accuracy, Time, and Cost Trade-offs among Alternative Structural Fitness Assessment Methods," International Journal of Engineering Research and Innovation, 2(1): 62-68.
30. Johnson, M.D. and Kirchain, R.E., 2009. "Quantifying the Effects of Product Family Decisions on Material Selection: A Process-based Costing Approach," International Journal of Production Economics, 120(2): 653-668.
31. Johnson, M. and Kirchain, R., 2009. "Quantifying the Effects of Parts Consolidation and Development Costs on Material Selection Decisions: A Process-based Costing Approach," International Journal of Production Economics, 119(1): 174-186.
32. Alvarado, J.L., Terrell Jr, W. and Johnson, M.D., 2009. "Passive Cooling Systems for Cement-based Roofs," Building and Environment, 44(9): 1869-1875.

Book Chapters:

1. Johnson, M.D., Kirchain, R.E., "Developing and Assessing Commonality Metrics for Product Families," in Advances in Product Family and Product Platform Design, T. W. Simpson, J. Jiao, Z. Siddique, and K. Hölttä-Otto, Eds., ed: Springer New York, 2014, pp. 473-502.

Conference Proceedings:

1. Banerjee, A., Nepal, B.P., Johnson, M.D., Miller, G., "Bringing High School Teachers up to Speed on Engineering Ethics Education," ASEE Annual Conference Proceedings 2025, Montreal, Quebec, Canada, 2025- 46315.
2. Johnson, M.D., Banerjee, A., Nepal, B.P., Dehade, R., Miller, G., "Bringing Engineering Ethics Education into the High School Curriculum," ASEE Annual Conference Proceedings 2024, Portland, OR, 2024- 41646.
3. Pomeroy, K., Qiu, S., Xie, L., Natarajarathinam, M., Johnson, M.D., "HRD and Industry 4.0 in Warehouses: Building on Organization Systems Theory," in 31st AHRD International Research Conference, Arlington, VA, 2024: Academy of Human Resource Development (AHRD).
4. Nepal, B., Johnson, M.D., Banerjee, A., Varshney, A., Miller, G., "Assessing the Self-Efficacy Level of Freshmen on Ethical Research Practices in Engineering," 2023 IEEE Frontiers in Education Conference (FIE), College Station, TX.
5. Pomeroy, K., Qiu, S., Xie, L., Natarajarathinam, M., Johnson, M.D., "Application of Organizational Systems Theory to Identify Education and Training Needs for Industry 4.0," 2023 IEEE Frontiers in Education Conference (FIE), College Station, TX.
6. Pomeroy, K.D., Qiu, S., Xie, L., Natarajarathinam, M., Johnson, M.D., "Effects of the COVID Pandemic on Industrial Warehouse Personnel Training and Education," ASEE Annual Conference Proceedings 2023, Baltimore, MD, 2023-37509.
7. Johnson, M.D., Banerjee, A., Nepal, B.P., Miller, G., "Assessing Awareness and Competency of Engineering Freshmen on Ethical and Responsible Research and Practices," ASEE Annual Conference Proceedings 2023, Baltimore, MD, 2023-37921.
8. Abbasian, P., Natarajarathinam, M., Johnson, M.D., "Industrial Distribution and Warehousing in Industry 4.0 Era: A Survey," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-36805.
9. Torvi, S., Nepal, B.P., Johnson, M.D., "Improving Academic Performance of First-Generation Students: A Case Study of Mentoring Program," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-36764.
10. †Cevik, E., Alaqra, M.H., Yalvac, B., Johnson, M.D., Whitfield, J.G., Porter, J.R., Kuttolamadom, M., "Students' Lived Experiences with the Integrated STEM Activities," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-36969.
11. Brahmbhatt, P., Nepal, B.P., Johnson, M.D., Banerjee, A., Miller, G., "Assessing Awareness and Competency of Engineering Freshmen on Ethical and Responsible Research and Practices," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-38280.
12. Irwin, J.L., Johnson, M.D., Marzano, S.G., "Four Pillars of Manufacturing Knowledge Revision and Validation Process," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-37318.
13. White, L., Amani, S., Pedersen, R., Powell, L., Ray, S., Natarajarathinam, M., Johnson, M.D., Thomas, S., Moore, J.M., Lightfoot, R.H., Hammond, T.A., Watson, K., "Lessons learned: Faculty Watch Parties Are a Powerful Approach to Foster Diversity and Inclusivity Discussions," ASEE Annual Conference Proceedings 2022, Minneapolis, MN, 2022-37825.
14. †Cevic, E., Yalvac, B., Johnson, M.D., Kuttolamadom, M., Porter, J.P., Whitfield, J., "Improving In-Service Science and Mathematics Teachers' Engineering and Technology Content and Pedagogical Knowledge (Evaluation)," ASEE Annual Conference Proceedings 2021, Online Conference, 2021-33285.
15. Qiu, S., Natarajarathinam, M., Johnson, M.D., Roumell, E.A., "The Future of Work: Identifying Future-Ready Capabilities for the Industrial Distribution Workforce," ASEE Annual Conference Proceedings 2021, Online Conference, 2021- 32461.
16. Kirkmeyer, B., Johnson, M.D., Abrams, L., Green, R.A., McMillon-Brown, L., Jones, S.A., Richey, P., "Advocacy and Allyship by Men for Women in Engineering-related Fields at the College Level," ASEE Annual Conference Proceedings 2021, Online Conference, 2021- 32857.

Conference Proceedings (Continued):

17. Porter, J.R., Johnson, M.D., Ogilvie, A.M., Cantrell, C., "Impact of a Common Engineering First Year Experience on Enrollment and Recruiting in Engineering Technology," ASEE Annual Conference Proceedings 2021, Online Conference, 2021- 33923.
18. Xie, L., Natarajarathinam, M., Johnson, M.D., "Warehouse Workforce Preparedness in the Wake of Industry 4.0: A Systematic Literature Review," ASEE Annual Conference Proceedings 2020, Online Conference, 2020-29042.
19. Johnson, M.D., Nepal, B.P., "An Advanced Technological Education Project for High Value Manufacturing: Lessons Learned" ASEE Annual Conference Proceedings 2020, Online Conference, 2020-29306.
20. †Cevik, E., Johnson, M.D., Yalvac, B., Whitfield, J.G., Kuttolamadom, M., Porter, J.R., Morgan, J.A., "Professional Development Activities for Secondary STEM Teachers and Students' Engineering Content Knowledge and Attitudes," ASEE Annual Conference Proceedings 2020, Online Conference, 2020- 29311.
21. †Cevik, E., Johnson, M.D., Yalvac, B., Whitfield, J.G., Kuttolamadom, M., Porter, J.R., Morgan, J.A., "A Study of Secondary Teachers' Perceptions of Engineers and Conceptions of Engineering," ASEE Annual Conference Proceedings 2020, Online Conference, 2020-29312.
22. Porter, J.R., Morgan, J.A., Johnson, M.D., Kane, M., "Electro-Marine Engineering Technology: A New Focus Area in Multidisciplinary Engineering Technology," 2020ASEE Conference for Industry and Education Collaboration, Orlando, FL.
23. Morgan, J.A., Porter, J.R., Johnson, M.D., "Engineering STEM: Using IoT and Energy Management to Build Interest in Engineering at the Secondary Education Level," ASEE Annual Conference Proceedings 2019, Tampa, FL, 2019- 25578.
24. †Cevik, E., Johnson, M.D., Yalvac, B., Kuttolamadom, M., Whitfield, J.G., Porter, J.R., Morgan, J.A., "Exploring Parents' Knowledge and Awareness of Engineering through Middle School Students' Summer Camps," ASEE Annual Conference Proceedings 2019, Tampa, FL, 2019- 25241.
25. †Koshal, A., Natarajarathinam, M., Johnson, M.D., "Workforce training and Industry 4.0 adoption in warehouses at SMEs," ASEE Annual Conference Proceedings 2019, Tampa, FL, 2019- 25910.
26. Johnson, M.D., Nepal, B.P., "Bridging the Workforce Skills Gap in High Value Manufacturing through Continuing Education," ASEE Annual Conference Proceedings 2019, Tampa, FL, 2019-25214.
27. Soden, B., Natarajarathinam, M., Johnson, M.D., Lu, W., "The advantages of using additive manufacturing for repair parts in the U.S. Army." 2019 Annual Conference of the Association of Collegiate Marketing Educators, Houston, TX, 2019.
28. †Cevik, E., Johnson, M.D., Yalvac, B., Whitfield, J.G., Kuttolamadom, M., Porter, J.R., Morgan, J.A., "Assessing the Effects of Authentic Experiential Learning Activities on Teacher Confidence with Engineering Concepts," ASEE Annual Conference Proceedings 2018, Salt Lake City, UT, 2018-21535.
29. Porter, J.R., Morgan, J.A., Johnson, M.D., "IoT-Based Building Automation and Energy Management," ASEE Annual Conference Proceedings 2018, Salt Lake City, UT, 2018-21784.
30. Nepal, B., Johnson, M.D., Jacobs, T.J., Weichold, M., "First Generation Engineering Student Mentoring Program: A Case Study of a Large Engineering School in the U.S.," ASEE Annual Conference Proceedings 2018, Salt Lake City, UT, 2018-21885.
31. †Debapriyo, P., Nepal, B., Johnson, M.D., "Advanced Manufacturing Research Experiences for High School Teachers: Effects on Perception and Understanding of Manufacturing," ASEE Annual Conference Proceedings 2018, Salt Lake City, UT, 2018-21534.
32. Johnson, M.D., †Ye, K., 2017, "An Analysis of CAD Modeling Procedure Data Collection Using Synchronous and Retrospective Think Aloud Techniques," Proc. Human-Computer Interaction, M. Kurosu, ed. Vancouver, BC, Part I, pp. 313-324.

Conference Proceedings (Continued):

33. Nepal, B., Johnson, M.D., Perez, N., "Highlighting and Examining the Importance of Authentic Industry Examples in a Workforce Development Certificate Program", ASEE Annual Conference Proceedings 2017, Columbus, OH, 2017-18020.
34. Johnson, M.D., "Assessing Communications and Teamwork Using Peer and Project Sponsor Feedback in a Capstone Course", ASEE Annual Conference Proceedings 2017, Columbus, OH, 2017-17861.
35. Porter, J.R., Morgan, J.A., Johnson, M.D., "Building Automation and IoT as a Platform for Introducing STEM Education in K-12", ASEE Annual Conference Proceedings 2017, Columbus, OH, 2017-18167.
36. Johnson, M.D., Nepal, B., Hasija, N., "An Examination of Decisions Maker's Intrinsic Characteristics and Their Effects on the Valuation of Supplier Attributes," 2016 American Society for Engineering Management Annual Conference, Charlotte, NC, No. 55.
37. Nepal, B., Johnson, M.D., †Henri, M.A., Perez, N. Burillo, M., Sanchez, R., "Adaptive Learning Environment for High Value Manufacturing (HVM) Geared towards the Energy Industry", ASEE Annual Conference Proceedings 2016, New Orleans, LA, 2016-14770.
38. Johnson, M.D., †Kim, M., Wang, J., Yoon, M., "Improving the Impact of Experiential Learning Activities through the Assessment of Student Learning Styles", ASEE Annual Conference Proceedings 2016, New Orleans, LA, 2016-14909.
39. Porter, J.R., Morgan, J.A., Zhan, W., Johnson, M.D., "Multidisciplinary Engineering Technology: Addressing the Change in Industry Workforce Needs", ASEE Annual Conference Proceedings 2016, New Orleans, LA, 2016-16606.
40. Johnson, M.D., †Ozturk, E., Yalvac, Valverde, L., B., Peng, X., † Liu, K., "Examining Adaptive Expertise: A Novel Comparison of Student and Practicing Engineer CAD Modeling Performance", ASME 2015 International Mechanical Engineering Congress and Exposition, Houston, TX, IMECE2015-50296.
41. †Ozturk, E., Yalvac, B., Johnson, M.D., Peng, X., Liu, K., "Adaptive Expertise and its Manifestation in CAD Modeling: A Comparison of Practitioners and Students", ASEE Annual Conference Proceedings 2015, Seattle, WA, 2015-11971.
42. Johnson, M.D., Yoon, S.Y., "Examining the Interaction of Spatial Visualization Ability and Computer-aided Design and Manufacturing Course Performance", ASEE Annual Conference Proceedings 2015, Seattle, WA, 2015-11779.
43. Johnson, M.D., Nepal, B., †Kanakaraj, D., "Examining Selection Criteria and the Rationality of Decision Makers in Design and Manufacturing Procurement," 2014 American Society for Engineering Management Annual Conference, Virginia Beach, VA, No. 130.
44. †Liu, K., Peng, X., †McGary, P., Yalvac, B., †Ozturk, E., Johnson, M., †Valverde, L., "Examining the Effect of Adaptive Expertise and Contextual Exercises on Students' CAD Modeling," 2014 International Symposium on Flexible Automation, Awaji-Island, Hyogo, Japan.
45. Camba, J., Contero, M., Johnson, M.D., 2014, "Management of Visual Clutter in Annotated 3D CAD Models: A Comparative Study," Proc. Human-Computer Interaction, A. Marcus, ed. Crete, Greece, Part II, pp. 405-416.
46. Johnson, M.D., Peng, X., Yalvac, B., †Ozturk, E., Liu, K., "An Examination of the Effects of Contextual Computer-aided Design Exercises on Student Modeling Performance", ASEE Annual Conference Proceedings 2014, Indianapolis, IN, 2014-8998.
47. Johnson, M.D., Alvarado, J.L., "The Use of an Iterative Industry Project in a One Semester Capstone Course", ASEE Annual Conference Proceedings 2014, Indianapolis, IN, 2014-8997.

Conference Proceedings (Continued):

48. Johnson, M.D., Narayanan, A., Sawaya, W.J., "An Empirical Investigation of Teaching Awards Programs Based on Student Evaluations of Instruction", 2013 Decision Science Institute National Conference, Baltimore, MD, 671770-1-671770-18.
49. Johnson, M.D., †Ozturk, E., †Valverde, L., Yalvac, B., McGary, P., Peng, X., "A Methodology for Examining the Role of Adaptive Expertise on CAD Modeling", ASME 2013 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, Portland, OR, DETC2013-12779.
50. Johnson, M.D., †Ozturk, E., †Valverde, L., Yalvac, B., Peng, X., 2013, "Examining the Role of Contextual Exercises and Adaptive Expertise on CAD Model Creation Procedures," Proc. Human-Computer Interaction, M. Kurosu, ed. Las Vegas, NV, Part II, pp. 408-417.
51. Johnson, M.D., Farmer, W.A., "A Cross-course Design and Manufacturing Project", ASEE Annual Conference Proceedings 2013, Atlanta, GA, 2013-6503.
52. †Ozturk, E., Yalvac, B., Peng, X., †Valverde, L.M., McGary, P.D., Johnson, M.D., "Analysis of Contextual Computer-aided Design (CAD) Exercises", ASEE Annual Conference Proceedings 2013, Atlanta, GA, 2013-6506.
53. Peng, X., McGary, P., Ozturk, E., Yalvac, B., Johnson, M., and Valverde, M., "Analyzing Adaptive Expertise and Contextual Exercise in Computer-Aided Design", 2013 International CAD Conference and Exhibition, Bergamo, Italy.
54. Johnson, M.D., Sawaya, W.J., Natarajarathinam, M., "A Methodology for the Comprehensive Assessment of International Procurement Costs", ASME 2012 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, Chicago, IL, DETC2012-70462.
55. Peng, X., McGary, P., Johnson, M., Yalvac, B.,and †Ozturk, E., "Assessing Novice CAD Model Creation and Alteration Procedures", PACE (Partners for Advancement of Collaborative Engineering Education) Global Annual Forum, 2012, Shanghai, China.
56. Johnson, M.D., †Ozturk, E., Johnson, J., Yalvac, B., Peng, X., "Assessing an Adaptive Expertise Instrument in Computer-aided Design (CAD) Courses at Two Campuses", ASEE Annual Conference Proceedings 2012, San Antonio, TX, 2012-3927.
57. Johnson, M.D., Wang, J.,"A Method for Assessing Required Course-related Skills and Prerequisite Structure", ASEE Annual Conference Proceedings 2012, San Antonio, TX, 2012-4031.
58. Alducin-Quintero, G., Contero, M., Martín-Gutiérrez, J., Guerra-Zubiaga, D.A., Johnson, M.D., "Productivity Improvement by Using Social-Annotations about Design Intent in CAD Modelling Process", 14th International Conference on Human-Computer Interaction, 2011, Orlando, FL.
59. Johnson, M.D., †Diwakaran, R.P, "CAD Model Creation and Alteration: A Comparison between Students and Practicing Engineers", ASEE Annual Conference Proceedings 2011, Vancouver, BC, Canada, 2011-172.
60. Johnson, M.D., Natarajarathinam, M., "Tool Use and Activities of Practicing Engineers over Time: Survey Results", ASEE Annual Conference Proceedings 2011, Vancouver, BC, Canada, 2011-173.
61. Nepal, B., Yadav, O.P., Johnson, M.D., "Customer Satisfaction Attributes Prioritization Considering the Correlation Between the Attributes and Factors", 2011 IIE Industrial Engineering Research Conference, Reno, NV.
62. †Wu, K., Natarajarathinam, M., Johnson, M.D., †Kulandaivelu, T., "Business Communication Experiences in the US, Mexico, and China" 2010 IEEE International Conference on Industrial Engineering and Engineering Management, Macau, pp. 696-700.

Conference Proceedings (Continued):

63. Johnson, M.D., †Prasad Diwakaran, R., "Examining the Effects of CAD Model Attributes on Alteration Time and Procedure", ASME 2010 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, Montreal, Quebec, Canada, DETC2010-28547.
64. Jayanty, S.S.K.N, Sawaya, W.J., Johnson, M.D., "Sustainable Distribution Design: Contrasting Disposable, Recyclable, and Reusable Strategies for Packaging Materials using a Total Cost Analysis with an Illustration of Milk Distribution", ASME 2010 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, Montreal, Quebec, Canada, DETC2010- 28823.
65. Johnson, M.D., †Diwakaran, R.P, †Zsiros, J., "Conveying the Importance of Manufacturing Process Design Using Simulation Results and Empirical Data", ASEE Annual Conference Proceedings 2010, Louisville, KY, 2010-996.
66. Johnson, M.D., †Sunku, U.B.P., "A Platform Independent Methodology for Teaching Students to Leverage the Power of Parametric Design Tools", ASEE Annual Conference Proceedings 2010, Louisville, KY, 2010-308.
67. Johnson, M.D., †Parthasarathy, A., "A Student Project Examining Alternative Assessment Methods for Structural Components", ASEE Annual Conference Proceedings 2010, Louisville, KY, 2010-1007.
68. Johnson, M.D., Natarajarathinam, M., "Using Quotation Data and Process Models to Derive Costs Factors", 2010 IIE Industrial Engineering Research Conference, Cancun, Mexico.
69. Johnson, M.D., Sawaya, W.J., "Comprehensive Analysis of Distribution Site Location Decisions: An Example from Mexico", 2010 Association of Collegiate Marketing Educators, Dallas, TX.
70. Johnson, M.D., "A Framework for Incorporating Time, Cost, and Fidelity Tradeoffs among Design Assessment Methods in Product Development", 2009 IEEE International Conference on Industrial Engineering and Engineering Management, Hong Kong, pp. 578-582.
71. Johnson, M.D., †Nanda, A., "Incorporating the Option Value of Product Family Variants in Material and Process Selection", ASME 2009 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, San Diego, CA, DETC2009-87493.
72. Johnson, M.D., †Prasad Diwakaran, R., "Assessing the Effect of Incentive on Computer-aided Design Intent", ASME 2009 International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences, San Diego, CA, DETC2009-86644.
73. Johnson, M.D., †Parthasarathy, A., "Assessing the Trade-off between Information Fidelity and Time and Budgetary Constraints", Proceedings of the 3rd International Conference on Integrity, Reliability, and Failure 2009, Porto, Portugal, S2503_P0331.
74. Johnson, M.D., "Design under Alternative Incentives: Teaching Students the Importance of Feature Selection and Organization in CAD", ASEE Annual Conference Proceedings 2009, Austin, TX, 2009-60.
75. San Andrés, L., Kim, T. H., Ryu, K., Chirathadam, T. A., Hagen, K., Martinez, A., Rice, B., Niedbalski, N., Hung, W., Johnson, M., 2009, "Gas Bearing Technology for Oil-Free Microturbomachinery - Research Experience for Undergraduate (REU) Program at Texas A&M University," ASME Turbo Expo 2009: Power for Land, Sea, and Air, Orlando, FL.
76. Wang, J., Fang, A., Johnson, M.D., "Enhancing and Assessing Life Long Learning Skills Through Capstone Projects", ASEE Annual Conference Proceedings 2008, Pittsburgh, PA, 2008-324.
77. Alvarado, J.L., Price A.H., Johnson M.D., "Design, Build, and Test: An Approach for a Capstone Design Course in Engineering Technology", ASEE Annual Conference Proceedings 2008, Pittsburgh, PA, 2008-1278.

Conference Proceedings (Continued):

78. Johnson, M. D., Kirchain, R. E., "Using Process-based Cost Modeling to Determine the Effects of Product Family Decisions and Development Costs on Material Selection," Materials Science and Technology 2006, Cincinnati, OH, 659-670.

Presentations (in addition to conference papers) and Continuing Education Seminars:

1. Invited Panelist, "Promoting Student Success among First-Generation Students," NAE-ASEE Conference on Weaving Students into Engineering, not Weeding Them Out, Washington, D.C.: October 2022.
2. Invited Panelist, "Democratization through Digitalization: Prospects for Flexibly Redeploying the Future Manufacturing Workforce," Society for Design and Process Science Conference, Virtual Conference: November 2020.
3. "Manufacturing Quality Excellence Program," (with Alex Fang and Bimal Nepal) Continuing Education Seminar, Houston, Texas: August 2019.
4. "Manufacturing Operations Excellence Program," (with Bimal Nepal) Continuing Education Seminar, Houston, Texas: August 2019.
5. "Mechanical Engineering Technology: Experiential Learning Applied." ASME International Mechanical Engineering Education Leadership Summit, New Orleans, Louisiana: March 2019.
6. "Manufacturing Quality Excellence Program," (with Alex Fang and Bimal Nepal) Continuing Education Seminar, Houston, Texas: August 2018.
7. "Manufacturing Operations Excellence Program," (with Bimal Nepal) Continuing Education Seminar, Houston, Texas: August 2018.
8. Invited Panelist, "Early Career Forum," MSEC 2018/NAMRC 46 Conference, College Station, Texas: June 2018.
9. "Build4Scale Manufacturing Training for Startups." Austin Technology Incubator – IC^2 Institute, Austin, Texas: August 2017.
10. Invited Panelist, "Gender Bias in Student Evaluations of Teaching," Women in Engineering Division and Minorities in Engineering Division Session, American Society for Engineering Education National Conference and Exposition, Columbus, OH: June 2017.
11. Keynote Speaker (with Kentya Ford), Academic Excellence Luncheon, National Forum for Black Public Administrators, Austin, Texas: September 2016.
12. "Academia – It's Not a Monolith: Looking for a Job That is Right for You," TAMUS Louis Stokes Alliance for Minority Participation Bridge To Doctorate Seminar Series, College Station, TX: April 2016.
13. "Navigating and Networking at Academic Conferences," TAMUS Louis Stokes Alliance for Minority Participation Bridge To Doctorate Seminar Series, College Station, TX: October 2014.
14. "An Examination of the Role of Adaptive Expertise on CAD Modeling and CAD Education," Texas A&M Enrichment Experiences in Engineering, College Station, TX: June 2014.
15. "Valuing Supply Chain Flexibility: the Impact of Risk, Localization and Postponement," (with Daniel H. Jornada and V. Jorge Leon) México - Texas Trade Consortium Meeting, Mexico City, Mexico: June 2012.
16. "Cost Modeling of Injection Molded Components in the Context of Comprehensive International Procurement Costs," 3M Molding Technology Exchange, St. Paul, MN: April 2012.
17. "Opportunities and Challenges that Offshoring and Outsourcing Offer in Latin America and the Caribbean: the Role of Free Trade Zones," Inter-American Development Bank Workshop, San José, Costa Rica: August 2011.

Presentations (Continued)

18. "Sheet Metal Forming," (with Jyhwen Wang and Carlos Acosts) Continuing Education Seminar, Tlalnepantla, Mexico: May 2011.
19. "Navigating Graduate School and Entrance to the Academe: An Example," TAMUS Louis Stokes Alliance for Minority Participation Ph.D. and Beyond Seminar Series, College Station, TX: December 2010.
20. "Sustainable Packing for Distribution: Contrasting Disposable, Recyclable, and Reusable Strategies using a Total Cost Analysis with an Illustration of Milk Distribution," (with William Sawaya) Workshop in New Product Development, Innovation, and Sustainability at the Kelley School of Business, Indiana University, Bloomington, IN: October 2010.
21. "Using Quotation Data to Derive Comprehensive Costs for Manufacturing Site Location Decisions," Department of Engineering Technology and Industrial Distribution, Texas A&M University, College Station, TX: March 2010.
22. "Facility Location Costs: Insights from Distribution and Trade Advantaged Areas," (with William Sawaya) México - Texas Trade Consortium Meeting, Mexico City, Mexico: January, 2010.
23. "Facility Location Costs: Bureaucracy, Quality, Oversight, and Maintenance," (with William Sawaya) México - Texas Trade Consortium Meeting, Monterrey, Mexico: October, 2009.
24. "Facility Location Costs: Getting the Equation Right," (with William Sawaya) México - Texas Trade Consortium Meeting, Austin, TX: July, 2009.
25. "Methodology for the Comprehensive Analysis of Manufacturing Site Location Decisions," Industrial Engineering Research Conference, Miami, FL: May 2009.
26. "Regional Manufacturing: Global Opportunities," (with F. Barry Lawrence) Asociación Mexicana de Parques Industriales Privados, A.C., (AMPIP), Mexico City, Mexico: April 2009.
27. "Regional Manufacturing: Decisions," México - Texas Trade Consortium Meeting, San Antonio, TX: February, 2009.
28. "Regional Manufacturing: Decisions," (with William Sawaya) México - Texas Trade Consortium Meeting, Laredo, TX: November, 2008.
29. "The Use of Cost Modeling in Design and Sourcing," Chrysler LLC – Low Cost Country Project Engineering Group, Santa Fe, Mexico: September, 2008.
30. "Modeling Product Development Cost and Lead Time," National Shipbuilding Research Program – Product Design & Materials Technologies Panel Meeting, Seattle, WA: June, 2008.
31. "A Methodology for Determining Engineering Costs and Their Effects on the Development of Product Families," Invited Talk. General Motors Technology Center, Warren, MI: August 2004.
32. "A Methodology for Determining Engineering Costs and Their Effects on the Development of Product Families," Invited Talk. Rochester Institute of Technology, Rochester, NY: May 2004.

Patents:

1. Frederickson, F.L., Johnson, M.D., Wirtanen, D.J., (to 3M Innovative Properties Company), "Collapsible Patch and Method of Application," US Patent No. 10,315,021.
   - "Collapsible Patch with Microneedle Array," European Patent – EP 1904158
2. Frederickson, F.L., Johnson, M.D., (to 3M Innovative Properties Company), "Microneedle Cartridge Assembly and Method of Applying," US Patent No. 10,307,578.
   - "Microneedle Cartridge Assembly," European Patent – EP 1896115
3. Frederickson, F.L., Johnson, M.D., (to 3M Innovative Properties Company), "Microneedle Array Applicator Device and Method of Array Application," US Patent No. 9,789,249.
   - "Microneedle Array Applicator Device," European Patent – EP 2474338

Patents (Con't):

4. Frederickson, F.L., Johnson, M.D., (to 3M Innovative Properties Company), "Microneedle Array Applicator Device and Method of Array Application," US Patent No. 8,784,363.
    - "Microneedle Array Applicator Device," European Patent – EP 1901799

Technical Reports:

1. Johnson, M.D., Jornada, D., Leon, V.J., "Oportunidades y desafíos que el offshoring y outsourcing ofrecen a América Latina y el Caribe: el rol de las Zonas Francas," Inter-American Development Bank Report, 2011.
2. Sawaya, W.J., Johnson, M.D., "Business Opportunities in Mexico," Technical Report, Hisco, Houston, Texas, Final Report for Texas/Mexico Trade Competitiveness Consortium, 2010.
3. Johnson, M.D., Urbance, R.J., "Method for Modeling Engineering Costs and Their Impact on Developing Product Families – Part 3: Part Sharing Effects on Product Family Cost – Body Structure Architecture Case Study," Technical Report, General Motors R&D, Warren, Michigan, 2004.
4. Johnson, M.D., Urbance, R.J., "Method for Modeling Engineering Costs and Their Impact on Developing Product Families – Part 2: The Impact of part Sharing and Consolidation on Product Family Cost - Instrument panel Case Study," Technical Report, General Motors R&D, Warren, Michigan, 2004.
5. Johnson, M.D., Kirchain, R.E., Urbance, R.J., "Method for Modeling Engineering Costs and Their Impact on Developing Product Families – Part 1: Creating Process-based Cost Models for Engineering Work," Technical Report, General Motors R&D, Warren, Michigan, 2004.
6. Urbance, R.J., Johnson, M.D., Marin, S.P., et al., "Global Low Investment Body strategy - Part II: Cost Modeling a Portfolio Vehicle Variants," Technical Report, General Motors R&D, Warren, Michigan, 2003.

PROFESSIONAL SERVICE AND ACTIVITIES:

Professional Societies:

- Member – SME (formerly the Society of Manufacturing Engineers)
- Senior Member – IEEE/ IEEE Engineering Management Society
- Fellow Member – American Society for Engineering Education
- Member – American Society of Mechanical Engineers

Reviewer (Conferences):

- Reviewer - IEEE International Conference on Industrial Engineering and Engineering Management - 2009
- Reviewer – Industrial Engineering Research Conference – 2009, 2010
- Reviewer – Decision Sciences Institute Annual Meeting – 2013
- Reviewer – American Society of Mechanical Engineers International Design Engineering Technical Conference – 2009, 2010, 2012, 2013, 2014, 2015
- Reviewer – American Society for Engineering Management International Annual Conference – 2014, 2016
- Reviewer - CoNECD – Collaborative Network for Computing & Engineering Diversity – 2018, 2019, 2020
- Reviewer – American Society for Engineering Education Annual Conference – 2008, 2013, 2015, 2016, 2021, 2022, 2023
- Reviewer – Frontiers in Education Conference - 2023

Reviewer (Journals and Books):

- Reviewer (Book) - *Plastic Conversion Processes: A Concise and Applied Guide* by Eric Cybulski, CRC Press, 2009.
- Reviewer – IEEE Transactions on Engineering Management
- Reviewer – ASME Journal of Manufacturing Science and Engineering
- Reviewer – Journal of Engineering Design
- Reviewer – Journal of Intelligent Manufacturing
- Reviewer – International Journal of Production Economics
- Reviewer – Research in Engineering Design
- Reviewer – Computer-Aided Design
- Reviewer – Engineering Management Journal
- Reviewer – International Journal of Computer Integrated Manufacturing
- Reviewer – Journal of Engineering Technology
- Reviewer – International Journal of Production Research
- Reviewer – Journal of Engineering Education
- Reviewer – Studies in Higher Education
- Reviewer – Studies in Educational Evaluation
- Reviewer – European Journal of Engineering Education
- Reviewer – International Journal of Engineering Education
- Reviewer – Computers & Industrial Engineering
- Reviewer – Computer Applications in Engineering Education
- Reviewer – Computers & Education

University – Level Service

- Judge – Research Week - 2008
- TAMUS Louis Stokes Alliance for Minority Participation Program (LSAMP) Symposium Poster Session Judge – 2010, 2013
- Faculty Mentor - Louis Stokes Alliance for Minority Participation Undergraduate Research Program (2010, 2012)
- Reviewer – Graduate Merit Fellowships – 2015
- Reviewer – Graduate Diversity Fellowships – 2016, 2017
- University Scholars Program
  - Member – Interview Panel – (2013 – 2017)
  - Reviewer – Scholar Applications – 2017
- Member – Department of Recreational Sports Participant Advisory Committee (2015 – 2022)
- Member – Academic Civil Rights Investigation Committee (ACRIC) (2017 – 2019)
- Member – Selection Committee – Brown Foundation-Earl Rudder Memorial and the Robert Gates – Muller Family Outstanding Student Awards – 2018
- Member – Presidential Taskforce – Faculty/Staff Title IX Sanctioning – 2018
- Member – MS Finance Steering Committee (2018 – 2020)
- Center for Improvement of Mentored Experiences in Research (CIMER) Trained Facilitator
  - Facilitator – TAMU Faculty Mentoring Academy (2020 – Present)
  - Facilitator – TAMU Leading a Mentoring Culture (2021 – 2023)
- Member – Texas A&M Qatar Reorganization Advisory Committee – 2022
- Member – President's Transformational Teaching Grants Advisory Committee (2019 – 2022)
- Co-chair – Assistant Provost for Higher Education Center at McAllen Search Committee – 2024
- Chair – Digital Learning Environment Advisory Committee (2023 – Present)
- Member – University Special Situations Team (2023 – Present)

University – Level Service (Continued)

- Lead – University Generative Artificial Intelligence Committee (2023 – Present)
  - Co-lead AI Education Subgroup (2024 – Present)
- Member – University Academic Roadmap Committee – 2024
- Member – Presidential Task Force on Academic Freedom and Faculty Protection (2023 – 2024)
- Co-Chair – Texas GA-48, "Hardening State Government Against Foreign Threats" – Implementation Committee – 2025
- Chair – Learning Management System Executive Committee (2023 – Present)
- Member – Aggie Honor System Office Advisory Committee (2024 – Present)
- Member - Data Governance Executive Committee (2025 – Present)
- Member – TAMU 2040 Executive Steering Committee (2025 – Present)
- Member - Faculty Advisory Executive Committee Transition Team (2025 – 2026)
- Co-Chair - General Education Curriculum Review Committee – 2026

College – Level Service

- Member – Vice Chancellor and Dean of Engineering Search Advisory Committee (2010 – 2011)
- Engineering Living Learning Community Faculty Associate (2012 – 2014)
- Member –College of Engineering Steering Council on Access and Inclusion/Women in Engineering (2015 – 2018)
- Member - College of Engineering Tenure and Promotion Advisory Committee (2019 – 2020)
- Member – Marine Engineering Technology Department Head Search Committee – 2019
- Member – College of Engineering Lab Task Force (Covid-19 Response - 2020)
  - Chair – Capstone Subcommittee
- Chair – Bush Combat Development Complex Faculty Search Committees - 2021
- College of Engineering First Generation (FGEn) Mentoring Program
  - Member – Steering Committee (2016 – 2022)
  - FGEn Mentor (2017 – Present)
- Chair - Engineering Academic and Student Affairs Faculty Promotion Committee (2021 – 2022)
- Member – Executive Committee – Engineering Education Faculty Group (2019 – 2025)
- Faculty Advisor – National Society of Black Engineers (2009 – Present)

Department – Level Service

- Member – Department of Engineering Technology and Industrial Distribution Social Committee (2009 – 2010)
- Chair – Texas A&M University MMET Program Curriculum Committee (2011 – 2014)
- Member – ETID Department Head Search Committee (2012 – 2014)
- Chair – ETID Growth and Curriculum Committee (2013 – 2014)
- Chair – ETID Task Force on Departmental Guidelines and Standard Operating Procedures – 2013
- Faculty Advisor – Tau Alpha Pi Engineering Technology Honor Society (2009 – 2015)
- Chair – ETID Standing Search and Hiring Committee (2015 – 2020)
- Chair – ETID Ad Hoc Committee on Innovative Teaching Methods (2016 – 2017)
- Member – ETID Post-Tenure Review Committee (2017 – 2018)
- Member – ETID Tenure and Promotion Committee (2019 – 2020)

Professional Service:

- 3M Visiting Wizard (2004-2007)
- Session Chair – Industrial Engineering Research Conference – 2009
- Session Co-chair – 3rd International Conference on Integrity, Reliability, and Failure – 2009

Professional Service (Continued):

- Session Co-chair – ASME International Design Engineering Technical Conferences & Computers and Information in Engineering Conferences – 2009, 2010
- Session Co-chair – IEEE International Conference on Industrial Engineering and Engineering Management – 2009, 2010
- Review Coordinator - 22nd International Conference on Design Theory and Methodology (DTM) – 2010
- Technical Program Committee - IEEE International Conference on Industrial Engineering and Engineering Management – 2010
- Co-chair – NSF Workshop on Advanced Manufacturing for the Oil and Gas Energy Industry - 2014
- Session Chair – Human-Computer Interaction Conference – 2017
- Member – Organizing Committee – MSEC 2018/NAMRC 46 Conference at Texas A&M University
- Tau Alpha Pi National Board
  - President (2014 – 2018)
  - Board Member (2018 – 2022)
- Member – Advisory Board – Houston Community College Advanced Manufacturing Center of Excellence (2017 – 2019)
- ASME MET Leadership Committee
  - Executive Board Member at Large (2014 – 2016)
  - Vice Chair and Secretary (2016 – 2018)
  - Chair (2018 – 2020)
  - ASME Committee on Engineering Education (2016 – 2020)
- NSF Proposal Review
  - Panelist: CMMI– 2010; EEC– 2014; DUE– 2015; DRL – 2018
  - Ad Hoc Reviewer: CMMI – 2020; EHR – 2021
- Participant – National Academies Gulf Research Program Workforce Development for the Energy Transition Meeting of Experts – 2023
- American Society for Engineering Education (ASEE)
  - Session Moderator –Annual Conference – 2009, 2011, 2015, 2020, 2021, 2022
  - Member – Lifetime Achievement Award Selection Committee – 2022, 2023
  - Member-at-large –Engineering Technology Division Executive Committee (2020 – 2024)
  - Member - Awards Policy Committee (2021 – 2024)
- ABET
  - Member-at-large – Engineering Technology Accreditation Commission (ETAC) Executive Committee (2023 – Present)
  - Chair – ETAC Criteria Committee (2023 – Present)
  - Program Evaluator Candidate (PEVC) Training Support Facilitator (2022 – Present)
  - Engineering Technology Accreditation Commission Program Evaluator (2014 – Present) – 2014 – 1 Visit (ASME); 2015 – 2 Visits (ASME); 2016 – 1 Visit (ASME); 2017 – 2 Visits (1 –SME; 1 – ASME, International); 2022 – 1 Visit (ANSAC); 2024 – 1 Visit (SME, International)
  - Engineering Technology Accreditation Commissioner/Team Chair (2018 – Present) – 2018 – 1 Visit; 2019 – 2 Visits; 2020 – 2 Visits; 2021 – 1 Visit (International); 2022 – 1 Visit; 2023 – 1 Visit; 2024 – 1 Visit; 2025 – 1 Visit (International)
  - Member – Accreditation Council – Training Subcommittee – PEVC Training (2025 – Present)
  - Member – ETAC Criteria Committee (2018 – 2023)
  - Member – ETAC Documents Committee (2023)
  - Member – ETAC Quality Committee (2019 – 2021)
  - PEVC Training Mentor (2021, 2022)

Professional Service (Continued):

- Working Group Member - ASEE/NAE Engineering the Inclusive Mindset for the Future Project – 2023
- Member – SME Education and Accreditation Committee (2018 – 2026)
- Organizing Committee – National Science Foundation Workshop on Advanced Manufacturing for Industrial Decarbonization – 2023

MAJOR GRANTS AND CONTRACTS:

External:

- Co-PI – "Pathways for Low-Income Community College Students to Earn Engineering Degrees Based on a Co-Enrollment Model," National Science Foundation, Total (DUE – 2527717): $4,999,990 (September 2025 – August 2031) – Johnson Share: $849,998.
- Co-PI – "Preparing Prospective STEM Teachers to be Effective in Teaching Engineering Concepts & Design in Middle and High Schools," National Science Foundation, Total (DUE – 2345143): $1,200,000 (October 2024 – September 2029) – Johnson Share: $120,000.
- Co-PI – "Investigate, Intervene, and Instill Ethical Research Competency and Self-Efficacy (I3ERCS) in Future STEM Researchers & Practitioners," National Science Foundation, Total (SBE – 2124888): $599,587 (September 2021 – August 2026) – Johnson Share: $149,897.
- PI – "Build4Scale Content Delivery Materials," Department of Energy (through subcontract from Lawrence Livermore National Laboratory), $80,870 (May 2018 – December 2018) – Johnson Share: $26,957.
- Co-PI – "Build4Scale: Manufacturing Training for Cleantech Entrepreneurs," Department of Energy, Total: $1,000,000 (October 2016 – September 2017); Texas A&M Amount (through subcontract from Lawrence Livermore National Laboratory): $189,117 – Johnson Share: $62,409.
- Lead-PI – "Collaborative Research: Connected STEM - Promoting STEM Education through Connected Devices and Building Automation," National Science Foundation, Total: $1,049,364 (September 2016 – August 2021); Texas A&M Amount (DRL – 1615019): $834,654 – Johnson Share: $166, 931.
- Co-PI – "Collaborative Research: Providing an Adaptive Learning Environment for the Acquisition of High Value Manufacturing Skills," National Science Foundation, Total: $759,025 (July 2015 – June 2020); Texas A&M Amount (DUE – 1501952): $409,026 – Johnson Share: $204,513.
- Lead-PI – "Collaborative Research: Assessing the Effect of Contextual Exercises on Student Adoption of Expert CAD Modeling Techniques" National Science Foundation, Total: $358,983 (October 2011-September 2015); Texas A&M Amount (EEC – 1129403): $245,936 – Johnson Share: $197,872.
- Co-PI – "Bringing Manufacturing Home Consortium," – Various Miscellaneous Sponsors, $75,000 (November 2011 – August 2013) – Johnson Share: N/A.
- Co-PI – "Texas - Mexico Trade Corridor Consortium," Funded by 18 corporations and other agencies, $330,000 (November 2008 – January 2010) – Johnson Share: $33,000.

Internal:

- PI – "Workforce of the Future: The Illustrative Case of Warehouses," President's Excellence Fund, $30,000 (January 2020 – December 2020) – Johnson Share: $7,500
- PI – "Improving the Impact of Experiential Learning Activities through the Assessment of Student Learning Styles," Dwight Look College of Engineering, $47,275 (September 2014 – August 2016) – Johnson Share: $15,758.

Internal (Continued):

- Co-PI – "Product Innovation and Development Initiative," Activity 1 University Funds, $200,000 (September 2013 – August 2014) – Johnson Share: $66,600.
- PI (with Graciela González-Farías) – "An Economic Assessment of Mexican Manufacturing when Incorporating Distribution Costs," CONACyT and Texas A&M Vice President for Research Office, $23,900 (February 2009 – February 2010) – Johnson Share: $6000.

TEACHING EXPERIENCE:

Associate/Full Professor–Managing People and Projects – Texas A&M University (TAMU) ENTC/MMET 429 (Fall 2014; Spring 2015; Fall 2015; Spring 2016; Fall 2016; Spring 2017; Fall 2017; Spring 2018; Fall 2018; Spring 2019; Fall 2019; Spring 2020)

Assistant/Associate Professor–Manufacturing Technology Projects – TAMU ENTC/MMET 422 (Spring 2013; Fall 2013; Spring 2014; Fall 2014; Spring 2015; Fall 2015; Spring 2016; Fall 2016; Spring 2017; Fall 2017; Spring 2018; Spring 2019; Fall 2020; Spring 2022; Spring 2023; Spring 2024)

Assistant Professor–Mechanical Design Applications I – TAMU ENTC 363 (Fall 2011)
Assistant Professor–Manufacturing & Assembly Processes II – TAMU ENTC 281 (Fall 2007; Spring 2008; Fall 2008; Spring 2009; Fall 2009; Spring 2010; Fall 2010; Spring 2011; Spring 2012; Fall 2012)

Assistant/Associate/Full Professor–Product Design and Solid Modeling – TAMU Course ENTC/MMET 361 (Fall 2007; Spring 2008; Fall 2008; Spring 2009; Fall 2009; Spring 2010; Fall 2010; Spring 2011; Fall 2011; Spring 2012; Fall 2012; Spring 2013; Fall 2013; Spring 2014; Fall 2019)

Adjunct Faculty–Machine Design and Synthesis – University of St. Thomas Course ENGR 320 (Laboratory) (Fall 2006)

Guest Lecturer–Materials Selection, Design, and Economics – MIT Courses 3.57 & 15.066J (Fall 2002, Fall 2003, Summer 2004)
Teaching Assistant–Material Selection – MIT/University of Cambridge (UK) Course 3.04 (January 2001)

STUDENT ADVISING:

Undergraduates:

Lauralee Valverde – LSAMP/ Undergraduate Research Scholar (September 2012 – August 2014)
- Second Place Poster – Student Research Week (Engineering) - 2014

Nubianna Gibson – LSAMP (Fall 2010)
Jody Lang – REU Student (Summer 2009)
Nick Niedbalski – REU Student (Summer 2008)

Masters:

Chavous Gwynn, MS in Engineering Technology – Thesis, Committee Member, December 2022
Alex Whittier, MS in Mechanical Engineering – Thesis, Committee Member, August 2021
Andrew Eib, MS in Mechanical Engineering – Thesis, Committee Member, August 2018
Kyle Baylis, MS in Mechanical Engineering – Thesis, Committee Member, May 2017
Kuan-Yu Su, MS in Mechanical Engineering – Thesis, Committee Member, May 2015
Benjamin Baxter, MS in Mechanical Engineering – Thesis, Committee Member, August 2013
Isaac Reese, MS in Mechanical Engineering – Thesis, Committee Member, May 2013
Chris Micielli, MS in Biomedical Engineering – Thesis, Committee Member, August 2012
Angel Perez, MS in Mechanical Engineering – Thesis, Committee Member, May 2011
Mahesh Nair, MS in Mechanical Engineering – Thesis, Committee Member, May 2011
Edgar Velazquez Oriakhi, MS in Mechanical Engineering - Thesis, Committee Member, May 2011
Ram Prasad Diwakaran, MS in Mechanical Engineering - Thesis, Committee Co-chair, December 2010

Masters (Continued):

Akshay Parthasarathy , ME in Industrial and Systems Engineering – non-Thesis, Directed Research, December 2010
Matthew L. Davis, MS in Mechanical Engineering - Thesis, Committee Member, May 2010
Nicholas L. Cowen, MS in Mechanical Engineering - Thesis, Committee Member, May 2010
Amlan Nanda, MS in Industrial and Systems Engineering – non-Thesis, Committee Co-chair, Dec.2009
John Mims, MS in Biomedical Engineering - Thesis, Committee Member, August 2009

Doctoral:

Emel Cevik, PhD in Curriculum and Instruction, Co-Chair, December 2021
- PI on grant that supported E. Cevik for 3 years

Nathan R. Kamphuis, PhD in Mechanical Engineering, Committee Member, August 2018
Elif Ozturk, PhD in Educational Psychology, Committee Member, May 2015
- PI on grant that supported E. Ozturk for 4 years

Agenda Item No. 8.8

AGENDA ITEM BRIEFING

Submitted by: Christian E. Hardigree, President
Texas A&M University-Victoria

Subject: Appointment of Associate Provost of Curriculum and Academic Quality at Texas A&M University-Victoria

Proposed Board Action:

Appoint Dr. Aimee Shouse as Associate Provost of Curriculum and Academic Quality at Texas A&M University-Victoria, effective August 17, 2026.

Background Information:

Dr. Aimee Shouse is recommended for the position of Associate Provost of Curriculum and Academic Quality at Texas A&M University-Victoria. Dr. Shouse brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Associate Provost of Curriculum and Academic Quality, Dr. Shouse will work closely with the provost and senior leadership to advance the academic mission of the institution. Responsibilities will include providing oversight and guidance for academic programs, accreditation, program assessment, supporting faculty development and student success, and fostering collaboration across colleges and administrative units. Dr. Shouse 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 copy of Dr. Shouse's curriculum vitae is attached.

A&M System Funding or Other Financial Implications:

The recommended initial salary is $195,000.00.

Strategic Plan Imperative(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. 8.8

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
July 21, 2026

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

Subject: Appointment of Associate Provost of Curriculum and Academic Quality at Texas A&M University-Victoria

I recommend adoption of the following minute order:

> **"Dr. Aimee Shouse is hereby named the Associate Provost of Curriculum and Academic Quality** at **Texas A&M University-Victoria, effective August 17, 2026, at an initial salary of $195,000.00."**

Respectfully submitted,

[SIGNED BY]

Christian E. Hardigree
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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 and/or Board of Regents Approval

Notice for Appointments: In accordance with System Policy 01.03, the proposed salary should not exceed 10% above the median annual salary for comparable positions at peer institutions or agencies. Salaries that exceed this threshold require approval by the Board of Regents.

Proposed New Hire

Name: Dr. Aimee Shouse

Title: Associate Provost of Curriculum and Academic Quality

Institution: Texas A&M University-Victoria

Salary: $ $195,000.00

External (Peer Institutions or Agencies) Market Data

	External Data Source Name	External Job Title	Annual Salary ($)
1	Prairie View A&M University	Associate Provost - Faculty	$206,462.00
2	Tarleton State University	Associate Provost and Dean	$194,213.00
3	Tarleton State University	Associate Provost	$188,664.00
4	Texas A&M University-Kingsville	Associate Vice President and Dean	$169,500.00
5	East Texas A&M University	Associate Provost and Dean	$168,000.00

Internal Salary Data

Incumbent Name	Job Title	Annual Salary ($)
N/A - New Position		

Comments (if necessary)

Consulted with Dr. Hallmark prior to making the recommendation, and we are aligned.

Aimee D. Shouse, Ph.D.
Curriculum Vita

Education

Ph.D. in Political Science, Vanderbilt University, August 1996

B.S. in Political Science, University of Central Arkansas, May 1989
Minor in economics

Career Highlights

- Thirty-three years of progressive faculty and administrative experience at three four-year public universities, including two regional public universities and one R2 high research institution
- Nine years of successful administrative experience at level of college dean or associate provost, including during periods of institutional transitions
- Record of collegial and transparent leadership
- Completed AASCU's *Becoming a Provost Academy* leadership training, 2023-2024
- **Curriculum**: Direct experience in curriculum development at the doctoral, graduate, and undergraduate levels, including online programs; oversee internal curriculum processes
- **Budgeting**: During 2023-2024 AY, oversaw a budget of $15.5 million as Acting Dean of Tarleton State's College of Liberal and Fine Arts, during university's transition to a modified RCM budget model.
- **Institutional Policies and Procedures**: Reviewed, drafted, and edited institutional policies and procedures related to faculty affairs, including tenure and promotion review, tenure and promotion criteria, promotions for fixed-term faculty ranks, faculty development leave (sabbatical), complaint and appeals, and faculty post-tenure review.
- **Faculty Affairs**: streamlined faculty credentialing process; clarified awards criteria, improved faculty grievance and appeals processes; led faculty and student task force for reviewing and revising student evaluation questions and process.
- **Professional Development**: Implementation of university-wide professional development programs for faculty, department chairs, and staf at two institutions, both in-house and with a vendor (ACUE)

- **Partnerships**: Creation of institutional partnerships and transfer pathways programs between two-year and four-year institutions in the Minnesota State College and University System, including degree completion program
- **Concurrent Enrollment:** Supervised Southwest Minnesota State University's College Now concurrent enrollment program
- **Multi-campus leadership:** Oversight of academic programs, faculty and a direct report at a branch campus and off-campus instructional sites at three universities
- **Strategic Planning**: Played a lead role in strategic planning at two institutions (SMSU and Tarleton State)
- **Institutional Accreditation**: Experience with HLC and SACSCOC; leadership roles in preparing for successful Higher Learning Commission accreditation visits at two institutions and for SACSCOC Fifth Year Interim Report; served on HLC Assessment Academy team for two institutions. Peer reviewer training through SACSCOC.

Current Position

Associate Provost & Associate Vice President for Curriculum and Faculty Affairs, Dean of Faculty; **Professor of Political Science** - Tarleton State University, 2021-present

Responsibilities for Faculty Affairs

- Faculty credentialing and reporting for SACSCOC compliance
- Review and revise institutional rules and procedures related to Faculty Affairs
- Maintain compliance with Texas A&M University System policies related to Faculty Affairs
- Oversee Center for Educational Excellence, Tarleton State's teaching and learning center
- Foster faculty support for community-engaged learning to maintain Carnegie Elective Classification for Community Engagement
- Oversee curriculum review process
- Implement new technologies with product vendors to support faculty, including Association of College and University Educators (ACUE), Academic Analytics, Faculty Insight Faculty Activity Reporting and Reviews and Workflows, Kuali Build, Gap SmartEvals, and Simple Syllabus
- Serve as liaison with Human Resources on personnel matters
- Support college deans by generating CUPA HR data for faculty hiring
- Oversee promotion and tenure processes
- Implement appeal and grievance procedures for faculty
- Supervise direct reports: Assistant Provost for Curriculum and Assessment; Associate Dean for Faculty Affairs and Development; Director of Extension and Off-Campus Education; Faculty Affairs Coordinator (staff)
- Support department heads with professional development and on personnel matters
- Manage memberships and charges of all university committees and councils that fall under Academic Affairs
- Implement university faculty awards process

Notable Accomplishments

- Revised tenure and promotion review procedures to create more transparency and accountability
- Principle Investigator for Texas Higher Education Coordinating Board Student Success Acceleration Program Grants to increase use of OER and low-cost course materials:
    - Planning Grant: $36,943
    - Implementation Grant: $172,136
- Increased opportunities for shared governance, including trainings for peer review committees and department heads regarding faculty evaluation
- Increased voluntary faculty participation in Effective Teaching Certification through the Association of College and University Educators (ACUE) to 52% of all full-time faculty
- Implemented a new year-long model for faculty orientation and onboarding to the university
- Implemented faculty hiring and course scheduling at Fort Worth campus to admit first and second year students
- Streamlined faculty credentialing process with greater ability to generate the SACSCOC faculty roster.
- Facilitated move of record-keeping for faculty career lifecycle events (tenure, promotion, post-tenure review) from academic colleges to the Provost's Office.
- Reviewed and revised student course evaluation instrument and process in collaboration with a task force of thirty-two faculty and students.

Previous Administrative Experience

Acting Dean, College of Liberal and Fine Arts – Tarleton State University, 2023-2024

- Oversaw college budget of $15.5 million
- College Faculty Headcount - 203; College FTE – 137
- Responsible for eight academic departments; a National Public Radio-affiliated radio station, WK Gordon Center Museum, the Texas Folklore Society partnership, and Texas Center for Community Journalism
- Managed transition to the university's decentralized budget model
- Reallocated college resources to address faculty salary compression for instructors, assistant professors, and most recently promoted associate professors
- Reorganized staffing to provide support assistance to all departments and department heads
- Collaborated with Institutional Advancement on donor relations
- Initiated the development of a Ph.D. program in Public and Applied Humanities, approved internally, being submitted to Texas A&M University System Board of Regents for 2025 consideration
- Assisted with onboarding new COLFA Dean after his arrival

Dean, College of Arts, Letters, and Sciences - Southwest Minnesota State University, 2017-2021

Responsibilities:

- Represented the College on the President's Cabinet
- Supervised 80 full-time faculty and approximately 40 adjunct faculty, in twenty disciplines across five academic departments (English, Philosophy, Spanish, and the Humanities; Fine Arts and Communication; Mathematics and Computer Science; Sciences; and Social Sciences)
- Participated in shared governance with Inter Faculty Organization local faculty union association; met regularly with IFO presidents
- Oversaw McFarland Library and Southwest Minnesota History Center
- Supervised university's NACEP-accredited concurrent enrollment program and staff, with almost 120 high school partners across Minnesota
- Maintained accrediting standards for Social Work (CSWE), Music (NASM), and support accreditation efforts of Exercise Science (CAAHEP)
- Represented President's Cabinet, Academic Affairs, or the College on numerous committees and workgroups, including the Committee on Institutional Assessment, Institutional Review Board; Calendar Committee; Academic Appeals; and the Higher Learning Commission/Strategic Planning Committee
- Responsible for College personnel and operating budgets (approximately $10,700,000)

Accomplishments:

- Coordinated SMSU's Transfer Pathways, an initiative of the Minnesota State System for seamless transfer between community and technical colleges and the university
- Coordinated SMSU's implementation of multiple measures for course placement in English and Mathematics, as part of the Minnesota State Colleges and Universities System's *Developmental Education Strategic Roadmap*
- Contributed to the creation of the university's first supplemental instruction program
- Facilitated creation of three fully online programs from the College of Arts, Letters, and Sciences (Community Psychology and Health Promotion, History, and Sociology)
- Oversaw scheduling of online liberal education courses to fulfill the needs of twelve fully online majors from across the university
- Developed partnership with 2-year colleges for programs in Arts, Letters, and Sciences;
- Led effort by Mathematics program to develop a co-requisite model of developmental education for College Algebra
- Fostered the development of an English for Multilingual Speakers program for international students and domestic students for whom English is not their primary language
- Led the development and approval of a Cybersecurity graduate certificate program and Data Science undergraduate program
- Helped secure funds for purchase of an NMR for Chemistry
- Coordinated between Biology and Environmental Science programs and the Southwest

Minnesota Beekeepers Association to place beehives on campus for educational purposes
- Oversaw over $400,000 in grants for concurrent enrollment program; facilitated all other external and internal grant opportunities pursued in the College
- Implemented regular meetings with Foundation and Development Office staff to discuss the College's funding priorities and needs
- Identified space in the library for the Center for Online Learning and Teaching (COLT)
- Oversaw the development of written tenure and promotion expectations by College programs and departments
- Planned and implemented an expanded new faculty orientation and onboarding program;
- Initiated the creation of the SMSU alma mater and served on selection committee for lyrics and melody

Director and Professor, Liberal Arts and Sciences, Western Illinois University (WIU), August 2015-June 2017

- Successfully managed the reorganization of faculty from three eliminated departments (Women's Studies, African-American Studies, Religious Studies) into one new department, during a time of budget cuts, program elimination, faculty layoffs, and office moves
- Coordinated integration of an interdisciplinary major, three minors, and one graduate program, and the respective faculty, into one new academic unit
- Wrote and successfully presented the proposal for new department status to the Illinois Board of Higher Education
- Managed appropriated department budget and three foundation accounts
- Oversaw programmatic and general education assessment activities for all programs in the department
- Advised graduate students
- Managed course offerings, faculty assignments, and student advising at both the Macomb campus and Quad Cities branch campus
- Coordinated with Women's Center (Student Affairs) to offer student activities related to the Women's Studies (Academic Affairs)
- Served on the Chairs' Council of the Dean, College of Arts and Sciences

Chair and Professor, Department of Women's Studies, WIU, Jan. 1, 2009 – 2016

Interim Chair, Department of Women's Studies, WIU, Aug. 1 2008 - Dec. 31, 2008

Leadership Intern in Planning and Budget: College of Arts and Sciences, WIU, Spring 2008

Acting Director, Women's Studies Program, WIU, Fall Semester, 2003

Acting Chair, Department of Political Science, WIU, January 1, 2002 – June 30, 2002

Coordinator for General Education, College of Arts and Sciences, WIU, 2000-01

Department Internship Coordinator and Academic Advisor, Department of Political Science, WIU, 1994-97

Administrative Professional Development

- Becoming a Peer Evaluator Training, SACSCOC, 2023
- Becoming a Provost Academy, AASCU and AALI, 2023-2024
- Inclusive Teaching for Equitable Learning, Microcredential, ACUE, 2023
- Higher Learning Commission Effective Administrators Seminars, Summer, 2020
- Higher Learning Commission Assessment Academy, 2019 (SMSU); 2006-2007 (WIU)
- Higher Learning Commission Annual Conference, 2019, 2015, 2012, 2009, 2008
- Minnesota State System Academic and Student Affairs Leadership Conferences, 2017-2019
- Council of Colleges of Arts and Sciences Annual Conference, 2018
- Minnesota State System "Decision-Maker Training for 1B.1 (Sexual Harassment) and Respectful Workplace Claims," 2018
- Minnesota State System "Art of Supervision" and "Science of Supervision," 2018
- Academic Chairperson Conference, 2017
- ACE Leadership Academy for Department Chairs, 2009

FACULTY AND SERVICE EXPERIENCE

Faculty Rank and Tenure

- **Professor,** Tarleton State University: Political Science 2021-Present
    - *Tenure on arrival was included in my 2021 letter of appointment, but it was discovered this year that the recommendation for tenure had not been submitted as promised. My tenure recommendation is now on the Texas A&M University System Board of Regents agenda for May 2026.*
- **Professor,** Western Illinois University: Women's Studies 2009-2017
- **Associate Professor,** WIU Department of Political Science: 2003-2009
- ***Tenured,*** WIU Department of Political Science: 1999
- **Assistant Professor,** WIU Department of Political Science: 1993-2003
- **Adjunct Instructor,** Vanderbilt University Department of Political Science, Summer 1992

Teaching

Courses Taught (sample)

Women and Politics	Parties, PACs, and Pressure Groups
The Congress	The Legislative Process (grad)
Introduction to Liberal Arts and Sciences	Seminar in American Politics (grad)
American Government and Politics	Tradition and Change: Focus on the Social Sciences (grad)

Research/Scholarship

Publications

- Gentry, J. E., Stoker, S., Leach, L., & Shouse, A. (2025). Supporting academic career pathways for graduate student instructors through targeted educational development. *InSight: A Journal of Scholarly Teaching, 20,* Article 6. https://doi.org/10.46504/20202506ge

- Shouse, A. (2013). *Women's rights decoded.* ABC-CLIO.

- Shouse, A. (2011, January 19). Equal Rights Amendment: Challenging the status quo. In *American history.* ABC-CLIO.

- Shouse, A. (2009). Government structure and abortion politics: How federalism and separation of powers shapes the conflict. In S. M. Fernandez, L. Baker-Sperry, & H. McIlvaine-Newsad (Eds.), *Interdisciplinary views on abortion: Essays from philosophical, sociological, anthropological, political, health, and other perspectives*. McFarland.

- Shouse, A., & Hardy, R. J. (2008). A university-wide responsibility: Civic engagement and the presidential election. *Journal of College and Character, 10*(1).

- Hardy, R. J., Deitz, J., Lee, J., & Shouse, A. (Eds.). (2007). *The presidential contest 2008: Essential readings and voter information.* Kendall Hunt Publishing.

- Shouse, A. (2003). *Presidents from Nixon through Carter, 1968–1981: Debating the issues in pro and con primary documents.* Greenwood Press.

- Shouse, A. (1999). Civic education and democratic values: The necessity of a political education for teacher education students. *Illinois Political Science Review, 8*.

Conference Proceedings

- "Too Many Cooks in the Kitchen: Assessment of General Education," with Judi Dallinger, Lori Baker-Sperry, and James Schmidt. Recorded Proceedings from *Hot Topics in Chilly Times*, the 2009 Annual Meeting of the Higher Learning Commission, Chicago, IL April 2009.

Professional Presentations

- Session Co-Presenter: "Navigating Succession: Utilizing Associate Deans to Ensure Smooth Leadership Transition" with Ben Sword and Emran El Badawi, at the 2024 Council of Colleges of Arts and Sciences Annual Meeting, Austin, TX, November 6-9, 2024.

- Session Co-Presenter: "Promoting Teaching Excellence in an Aspiring R1 Institution" with Diane Stearns and Lesley Leach, at the 2024 National Higher Education Teaching Conference, Minneapolis, MN, June 13 & 14, 2024.

- Session Co-Leader: "What's Next? Reflect & Discuss with other 4-Year Institutions to Create a Movement Action Plan" with Amy Chasteen, at the 2023 National Higher Education Teaching Conference, New York, NY, June 23, 2023.

- Session Co-Presenter: "Developing a New Department Culture: When Programs Merge" with William "Buzz" Hoon, at the 2017 Academic Chairperson Conference, New Orleans, LA, Feb 8-10, 2017.

- Session Co-Presenter: "What Next? Linking Persistence and Completion with Assessment" with Nancy Parsons and Lori Baker-Sperry, at the 2015 Annual Meeting of the Higher Learning Commission, Chicago, IL April 2015.

- Session Co-Presenter: "Implementing a New University-Wide General Education Assessment Plan: There is No Such Thing as 'It's Done!'" with Nancy Parsons and Lori Baker-Sperry, at the 2012 Annual Meeting of the Higher Learning Commission, Chicago, IL, April 2012.

- Session Co-Presenter: "Too Many Cooks in the Kitchen: Assessment of General Education," with Judi Dallinger, Lori Baker-Sperry, and James Schmidt, at the 2009 Annual Meeting of the Higher Learning Commission, Chicago, IL April 2009.

- Roundtable Leader: "Assessment of General Education at Western Illinois University," at the 2008 annual meeting of the Higher Learning Commission, Chicago, IL April 2008.

Refereed Conference Presentations

- Paper: "The Political Activity of Sex Segregated Occupational Organizations." Presented at the 2006 Annual Meeting of the Midwest Political Science Association, Chicago, Il. April 2006.

- Paper: "Women and War: A View from Political Science." Presented at the 2004 Annual Meeting of the National Women's Studies Association, Milwaukee, WI. June 2004.

- Paper: "The Politics of Abortion: Interest Groups and Policy Decisions." Presented at the 2004 Annual Meeting of the National Women's Studies Association, New Orleans, LA. June 2003

- Paper: "Sexual Abuse of Women Prisoners: A Survey of Laws Designed to Protect Inmates from Custodial Abuse," with Polly Radosh. Presented at the 2001 Annual Meeting of the American Society of Criminology. November 2001.

- Paper: "The Necessity of Political Education for Students." Presented at the 1998 Annual Meeting of the Illinois Political Science Association, Springfield, Illinois. Fall 1998.

- Paper: "A Political Apprenticeship: The Political Activity of Illinois Direct Entry Midwives." Presented at the 1998 Wilma E. Grote Symposium for the Advancement of Women, Morehead, Kentucky. Spring 1998.

- Paper: "Midwives and the States: A Case Study of Group Organization and Policy Outcomes." Presented at the 1997 Annual Meeting of the Midwest Political Science Association, Chicago, Illinois. Spring 1997.

- Paper: "An Environment of Change: Interest Groups and National Forest Legislation." Presented at the 1994 Annual Meeting of the Southern Political Science Association, Atlanta, Georgia. Fall 1994

Professional and Community Committee/Service Activities

Texas Higher Education Coordinating Board

- Academic Course Guide Manual Advisory Group (2023-Present)

Texas A&M University System

- Member, Faculty Innovation Advisory Group (2024-Present)
- Member, Council on Academic Technology and Innovative Education (CATIE) (2022-Present)
  - CATIE Affordable Learning/OER Task Force (2022-Present)
  - CATIE Faculty Task Force (2023-2025)
- New Department Head Workshop Presentation on Faculty Evaluation (July 14, 2022)

Tarleton State University and Stephenville, TX

- Member, President's Advisory Council
- Member, Dean's Council
- Lead, Academic Council
- Project Lead, Faculty Hiring Process with Tarleton's Transformation Realization Office, in consultation with Huron
- Member, Texas Council of Chief Academic Officers
- Chair, Search Committees: Associate Provost and Associate Vice President for Student Academic Success and Achievement; Faculty Ombuds
- Member, Search Committees: Associate Provost and Associate Vice President for Academic Administration, Operations, and Accreditation; Dean of the Mayfield

College of Engineering; Dean of the School of Kinesiology, Title IX/Clery Act Compliance Coordinator
- Member, Stephenville Main Street Advisory Council, Stephenville, TX
- Invited participant, Stephenville Citizens Academy

Southwest Minnesota State University and Marshall, MN
- Member, Search Committee, University President (2018-19)
- Member, HLC Assessment Academy Team
- Co-Chair, Liberal Education Committee
- Member, Committee on Institutional Assessment
- Member, HLC/Strategic Planning Committee
- Organizer, Mustang Ovations Recognition Event
- Member, Board of Directors, Marshall-Lyon County Public Library (2019-2021)
- Volunteer, Marshall Farmers' Market (Summer 2018, 2019)

Western Illinois University
- Member, Provost's Advisory Council (2015-2017)
- Member, Provost's Academy on Persistence and Completion (2014-2017)
- Member, University Diversity Council (2011-2017)
- Member, President's Roundtable advisory group (2012-13)
- Asst. Director: University-wide "Road to the White House Starts at WIU" Presidential Mock Election Simulation (2007, 2011, 2015)
- Co-Chair/Co-Author: Criterion 4 Self-study, in preparation for Higher Learning Commission (Fall 2008-Spring 2011)
- Member, HLC Assessment Academy Team (2006-2007)
- Member, Faculty Senate (2004-2007)
  - Chair: General Education Review Committee (2006-07)
  - Chair: Ad hoc committee on developing procedures for the assessment of student learning in General Education (2005)
- Assistant Provost's Advisory Group: Student Learning Assessment Comm. (2005-2017)
- Council on General Education/General Education Review Committee
  - Chair (1999-2000)
  - Member (1997-2000, 2003-04)
- Social Science Curricular Assessment Team (1995-98)
- Council on Assessment of Student Learning (1993-94)
- Numerous search committees, for the following positions: Provost, Associate Provost; Dean, Associate Dean, Department Chairs for two departments; Faculty in three departments

Awards and Recognitions

- Award for Outstanding Service, College of Arts and Sciences, April 2007
- Member, Phi Kappa Phi, Spring 2011

Agenda Item No. 8.9 A

EAST TEXAS A&M UNIVERSITY
Office of the President
June 8, 2026

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

Subject: Approval of Academic Tenure, September, 2026,
East Texas A&M University

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at East Texas A&M University as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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

ITEM 8.9 A
EXHIBIT

EAST TEXAS A&M UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF EDUCATION AND HUMAN SERVICES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Ellen Yeh	Associate Professor Curriculum and Instruction	0	11	09/01/2026
Ph.D. (2014)	Ohio University			
Fa 2014 – Sp 2022 Fa 2022 – Sp 2025 Fa 2026	Columbia College Chicago Columbia College Chicago East Texas A&M University	Assistant Professor Associate Professor (Tenured 2022) Associate Professor		

Dr. Ellen Yeh exceeds the teaching, research, and service expectations for tenure. She is a strong educator with a focus on multilingual & bilingual education, along with applied linguistics, and artificial intelligence literacy. She has extensive experience in curriculum development, and her teaching is well-received by her students. She excels as a researcher with 23 articles in peer-reviewed journals, 7 book chapters, and one guest editorship. Further, she has had some success in securing grant funding to support her research and continues to seek out more. She frequently presents at the national and international levels. She provides important service at the professional level, including her role as an editorial board member for the Calico Journal and as a reviewer for 9 other journals.

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

COLLEGE OF HUMANITIES, SOCIAL SCIENCES AND ARTS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Udaya Wagle	Professor Social Science	0	>15	09/01/2026
Ph.D. (2004)	University of Massachusetts Boston			
Fa 2005 – Sp 2011 Fa 2011 – Sp 2016 Fa 2016 – Sp 2023 Fa 2023 – Sp 2026 Fa 2026	Western Michigan University Western Michigan University Western Michigan University Northern Arizona University East Texas A&M University	Assistant Professor Associate Professor (Tenured 2011) Professor Professor Professor		

Dr. Udaya Wagle is an accomplished scholar, educator, and academic leader whose record demonstrates sustained excellence in teaching, scholarly activity, and professional service. Over the course of his career, he has taught a broad range of graduate and undergraduate courses in public administration, public policy, research methods, and quantitative analysis, while also directing graduate programs and mentoring doctoral students. His scholarly record includes numerous peer-reviewed journal articles, books, edited volumes, international presentations, externally funded projects, and editorial and review service for leading journals and publishers in public affairs and public policy. Dr. Wagle has also provided substantial professional and institutional service through leadership roles in NASPAA-accredited programs, faculty governance, accreditation activities, conference leadership, and international policy and development initiatives. His record reflects a sustained commitment to academic excellence, student success, public service, and the advancement of the field of public administration.

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

Agenda Item No. 8.9 B

TARLETON STATE UNIVERSITY
Office of the President
June 24, 2026

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

Subject: Approval of Academic Tenure, September, 2026,
Tarleton State University

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Tarleton State University as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

TARLETON STATE UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF HEALTH AND CLINICAL PROFESSIONS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Darryn Willoughby	Professor Master of Medical Science Physician Assistant Medicine	0	30+	Upon Approval by the Board and Faculty Arrival
Ph.D. (1993)	Texas A&M University			
Fa 1995 – Fa 1999	University of Southern Maine		Assistant Professor	
Fa 2000 – Su 2002	Texas Christian University		Assitant Professor	
Fa 2002 – Su 2004	Texas Christian University		Associate Professor (Tenured 2002)	
Fa 2004 – Su 2016	Baylor University		Associate Professor	
Fa 2016 – Sp 2020	Baylor University		Professor	
Su 2020 – Sp 2024	University of Mary Hardin-Baylor		Professor	
Su 2020 – Su 2026	Baylor University		Professor Emeritus	
Fa 2026 – Present	Tarleton State University		Professor	

Dr. Darryn Willoughby comes to Tarleton State University as a Professor in the College of Health and Clinical Professions. Dr. Willoughby has held several instructional roles, from Assistant Professor to Full Professor in institutions such as Baylor College of Medicine, Baylor University, and Texas Christian University. Dr. Willoughby brings an established and nationally recognized research program focused on the physiological, biochemical, and molecular mechanisms regulating skeletal muscle hypertrophy and myogenic function in aging populations. His work specifically examines the impact of reduced estradiol on neuromuscular junction degradation and subsequent muscle mass, function, and quality of life in post-menopausal women; and the relationship between reduced testosterone, androgen receptor expression and binding affinity, and declining muscle mass and strength in post-andropausal men. These research areas carry direct clinical relevance to the Physician Assistant profession and align strongly with the MMSc-PA Medicine Program's mission to prepare clinically excellent, evidence-informed providers for rural and underserved communities, populations disproportionately affected by sarcopenia and aging-related functional decline.

Dr. Willoughby's long-term vision is to establish a multidisciplinary Center for Healthy Aging at Tarleton State University, a collaborative research initiative uniting faculty and students from the Colleges of Health Sciences, Kinesiology, and, in time, the emerging medical school. This center would integrate expertise across physiology, anatomy, nutrition, exercise rehabilitation, clinical medicine, and emotional health to conduct impactful research on healthy aging. He has a demonstrated record of successfully securing extramural funding totaling $1,522,000, and intends to pursue that pathway within 2–3 years.

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

COLLEGE OF LIBERAL AND FINE ARTS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Ming-Li Hsieh	Assistant Professor Criminal Justice	0	6	Upon Approval by the Board and Faculty Arrival
Ph. D. (2016)	Washington State University			
Fa 2017 – Su 2022 Fa 2022 – Sp 2026 Fa 2026 – Present	University of Wisconsin-Eau Claire University of Wisconsin-Eau Claire Tarleton State University		Assistant Professor Associate Professor (Tenured 2022) Associate Professor	

Dr. Ming-Li Hsieh joins Tarleton State University as an Associate Professor in the Department of Criminal Justice with a record of sustained scholarly productivity, teaching excellence, and professional service that meet the expectations for tenure upon arrival. Dr. Hsieh holds a Ph.D. in Criminal Justice and Criminology from Washington State University and until Spring of 2026 served as an Associate Professor at the University of Wisconsin–Eau Claire. Dr. Hsieh has developed a strong and consistent research agenda grounded in quantitative methodologies and focused on criminal justice systems, corrections, policing, and cybercrime. He has an extensive record of peer-reviewed publications in high-impact journals, as well as book chapters and scholarly monographs. Dr. Hsieh has also served as principal investigator and co-investigator on multiple externally and internally funded research projects, demonstrating sustained ability to secure research support and contribute to policy-relevant scholarship. Dr. Hsieh's research is organized around two major themes: (1) evaluation of criminal justice policies and institutional practices using evidence-based approaches, and (2) interdisciplinary and cross-cultural analyses of crime, justice, and inequality. This work reflects both methodological rigor and applied relevance consistent with the research mission of Tarleton State University. In teaching, Dr. Hsieh has extensive experience delivering a wide range of undergraduate and graduate courses, including criminological theory, research methods, cybersecurity, policing, and corrections, across face-to-face, hybrid, and online modalities. Dr. Hsieh demonstrates a commitment to active learning, critical thinking, and multicultural perspectives. Dr. Hsieh has also been recognized for teaching and mentoring excellence through national and institutional awards. Dr. Hsieh has a strong record of student mentoring, including supervision of undergraduate and graduate research, participation in student-faculty collaborative projects, and mentoring of students engaged in independent research and thesis projects. These contributions align with Tarleton's emphasis on applied learning and student success. Service contributions include active engagement in professional organizations such as the Academy of Criminal Justice Sciences and the American Society of Criminology, editorial board service, and participation in university, college, and departmental committees. Dr. Hsieh has held leadership roles in national and international organizations and has contributed to program development and institutional governance.

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

COLLEGE OF NURSING

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Jennifer Yeager	Associate Professor Graduate Nursing Education	0	13+	Upon Approval by the Board and Faculty Arrival
Ph.D. (2013)	University of Texas at Tyler			
Fa 2012 – Su 2020 Fa 2020 – Sp 2024 Sp 2026 – Present	Tarleton State University Tarleton State University Tarleton State University		Assistant Professor Associate Professor (Tenured 2020) Associate Professor	

Dr. Yeager returns to Tarleton State as an Associate Professor in the Department of Graduate Nursing Education. Dr. Yeager has demonstrated sustained excellence in teaching through her extensive experience instructing undergraduate and graduate nursing students at Tarleton State University. Her teaching portfolio includes a wide range of courses such as clinical pharmacology, gerontologic nursing, nursing research, aging and end-of-life issues, advanced health assessment, instructional strategies, and healthcare policy. She has consistently utilized innovative strategies, including active learning methods and HyFlex course designs, receiving the O.A. Grant Teaching Award and professional development recognitions for her work in this area. Dr. Yeager has obtained certifications for Quality Matters as well as Association of College and University Educators. Dr. Yeager's commitment to student mentoring and guidance is evident in her leadership of numerous honors projects, master's thesis and capstone committees, and non-thesis research advisorships, and in her cultivation of nursing scholarship at both undergraduate and graduate levels. She has also served as a faculty member and curriculum committee chair, incorporating evidence-based pedagogical practices and assessment strategies, reinforcing her dedication to academic excellence and student success. Her professional development is ongoing and robust, as seen from numerous continuing education courses and certifications, including interprofessional education facilitation, palliative care, effective college instruction, and simulation. Recognition as an Outstanding Graduate (MSN), selection for professional leadership academies, and awards in teaching further underscore her instructional impact.

Dr. Yeager's service is exemplary and multi-faceted, spanning departmental, college, university, professional, and public sectors. She has served Tarleton State University as Clinical Coordinator, Director of Graduate Nursing Programs, Primary Nurse Planner for Nursing Professional Development, and in various committee leadership roles, including BSN Curriculum Co-Chair and Graduate Program Committee Chair. Her administrative leadership ensured successful student clinical placements and program accreditation compliance, notably facilitating new and renewed clinical affiliation agreements and streamlining student progression toward graduation. At the university level, Dr. Yeager has contributed to strategic planning, curriculum review, accreditation self-studies, graduate councils, Instutional Review Board, and distance-learning initiatives. Her service extends beyond the institution, evidenced by leadership and advisory positions in Sigma Theta Tau International, the Texas Nurses Association, and the Society for Simulation in Healthcare, as well as engagement in community health partnerships and public health committees. Her role as a reviewer for multiple peer-reviewed journals, her guidance to student nurse associations, and her participation in public and legislative health advocacy reflect her professional commitment and influence at the state and national levels.

Dr. Yeager's research, scholarship, and intellectual contributions are substantial and impactful. She is a published author and editor of leading nursing textbooks, including "Gerontologic Nursing" and "Pharmacology: A Patient-Centered Nursing Process Approach," as well as numerous study guides and educational modules for Elsevier. Her scholarship extends to peer-reviewed publications on nursing education, simulation, dementia, and geriatric nursing, advancing evidence-based practice and knowledge in her discipline. She has secured competitive grants for interdisciplinary education, simulation integration, and disaster preparedness, some of which have been funded at significant levels, evidencing her capacity to develop, lead, and collaborate on scholarly projects. Her presentations at national and international professional conferences (e.g., Society for Simulation in Healthcare, National Gerontological Nursing Association, American Public Health Association) demonstrate her dissemination of research and educational innovation, informing the broader nursing academy. Dr. Yeager regularly serves as a reviewer for high-impact nursing and medical journals and as a subject matter expert and consultant for Elsevier textbook content and electronic learning resources.

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

COLLEGE OF SCIENCE AND MATHEMATICS

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	 **Other Inst.**	**Effective Date** **Tenure**
Dr. Yunfei Wen	Associate Professor Biological Sciences	0	8	Upon Approval by the Board and Faculty Arrival
Ph.D. (2004)	University of Nebraska Medical Center			
Fa 2011 – Su 2018 Fa 2018 – Su 2024 Fa 2024 – Su 2026 Fa 2026 – Present	UT MD Anderson Cancer Center UT MD Anderson Cancer Center UT MD Anderson Cancer Center Tarleton State University	Instructor Assistant Professor Associate Professor (Tenured 2024) Associate Professor		

Dr. Yunfei Wen comes to Tarleton State University as an Associate Professor in the Department of Biological Sciences. With more than 15 years of experience in medical and graduate education, Dr. Wen has developed and taught courses across molecular and cell biology, biochemistry, biotechnology methods, genomics and bioinformatics, and graduate topics including signal transduction and quantitative modeling, and has contributed to integrated, team-taught curricula with assessment blueprinted to defined learning objectives. She has mentored undergraduate, master's, doctoral, and postdoctoral trainees, including a National Cancer Institute (NCI) Institutional National Research Service Award (T32) clinical fellow, and many have advanced to first-author publications, fellowships, and independent research careers.

The Wen laboratory investigates gene-regulatory circuits and epigenomic states in tumor and stromal compartments, with translational emphasis on antibody-based immunotherapy and antibody-drug conjugates, mechanisms of adaptive resistance to anti-angiogenic therapy, and quantitative biomarkers derived from single-cell and spatial omics. Dr. Wen has secured more than $3 million in extramural funding as Principal Investigator on awards from the National Institutes of Health, the Department of Defense Congressionally Directed Medical Research Programs, and multiple cancer research foundations, and her total extramural support, including major collaborative awards on which she serves as Co-Investigator such as a $3.4 million National Institute of Health (NIH) R01 and an $899,000 Cancer Prevention and Research Institute of Texas award, exceeds $7 million. She has authored more than 35 peer-reviewed publications, including first- and corresponding-author articles in journals such as Nature Communications, Cancer Research, Clinical Cancer Research, and Cell

Reports, and is a named inventor on issued and provisional patents related to cancer imaging and therapy. Her independent program has earned sustained national recognition, including a Susan G. Komen Presidential Postdoctoral Fellowship, the American Association for Cancer Research Brigid G. Leventhal Scholar Award, and multiple NCI Specialized Programs of Research Excellence and Department of Defense career-development and investigator awards, and she is regularly invited to present at national and international scientific meetings, including as a featured speaker.

Dr. Wen's contributions are extensive. She serves on the editorial board of Frontiers in Cell and Developmental Biology, has served as a Topic Editor for the journal, and reviews manuscripts for journals including Nature Communications, Theranostics, and Cancer. She has served as a scientific reviewer for NIH/NCI study sections, including the Tumor Cell Biology Study Section, for Department of Defense Congressionally Directed Medical Research Program review panels, the National Comprehensive Cancer Network Foundation Young Investigator Award committee, and the Mary Kay Ash Foundation. Within her institution, she led submission of a High-End Instrumentation (S10) grant involving twelve investigators and has served as proxy Principal Investigator for departmental Institutional Review Board protocols. Dr. Wen is an active member of the American Association for Cancer Research, the American Society of Clinical Oncology, Women in Cancer Research, and Sigma Xi.

Dr. Wen has conducted herself in a professional manner throughout her career and has not engaged in behaviors that may lead to dismissal for cause as specified in System Policy 12.01 section 4.3.

Agenda Item No. 8.9 C

TEXAS A&M UNIVERSITY
Office of the President
June 25, 2026

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

Subject: Approval of Academic Tenure, September 2026,
Texas A&M University

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Susan Ballabina, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Brian F. Crisp	Professor Political Science	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1992)	University of Michigan			
Su 1991 – Su 1995	Wake Forest University	Assistant Professor		
Su 1995 – Su 1999	The University of Arizona	Assistant Professor		
Su 1999 – Su 2004	The University of Arizona	Associate Professor (Tenured 1999)		
Su 2004 – Su 2012	Washington University	Associate Professor (Tenured 2004)		
Su 2012 – Fa 2024	Washington University	Professor		
Fa 2024 – Fa 2025	Washington University	Professor Emeritus		
Sp 2026 – Present	Texas A&M University	Professor		

Dr. Brian F. Crisp received a Ph.D. in Political Science from the University of Michigan in 1992. Dr. Crisp joined the Department of Political Science at Texas A&M University as a professor in 2026. Dr. Crisp began his academic career at Wake Forest University and subsequently held faculty appointments at The University of Arizona, where he earned tenure in 1999, and Washington University, where he was promoted to professor in 2012. He has taught courses in comparative politics at all levels, from lower-division undergraduate courses to graduate research seminars and has received significant teaching awards for both undergraduate and graduate instruction at the college and university levels. His research on the electoral systems, legislative politics, and interbranch relations has been published in leading journals, including *The American Journal of Political Science, The American Political Science Review, The British Journal of Political Science,* and *The Journal of Politics,* among others. His most recent book (with Cunha, Olivella and Rosas), *Electoral System Incentives for Interparty and Intraparty Politics*, was published by Oxford University Press in 2025. He is currently collaborating on several projects related to electoral systems, democratic institutions, and representation. These include work examining whether roll call vote results may generate a biased view of legislative politics; whether electoral rules contribute to the underrepresentation of minorities in U.S. local governments; and where populist politicians are most likely to be elected and how they govern once in office. Dr. Crisp has served on the National Council of the American Political Science Association and has chaired two of the association's organized sections: Legislative Studies and Representation & Electoral Systems.

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

Dr. Robert Kubinec	Associate Professor Political Science	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2018)	University of Virginia			
Fa 2019 – Su 2024 Fa 2024 – Su 2026 Su 2026 – Su 2026 Su 2026 – Present	New York University Abu Dhabi University of South Carolina University of South Carolina Texas A&M University	Assistant Professor Assistant Professor Associate Professor (Tenured 2026) Associate Professor		

Dr. Robert Kubinec received a Ph.D. in Foreign Affairs from the University of Virginia in 2018. Dr. Kubinec joined the Department of Political Science at Texas A&M University (Texas A&M) in 2026. Dr. Kubinec previously held faculty positions at New York University Abu Dhabi and the University of South Carolina, where he served as assistant professor before being promoted to associate professor with tenure in 2026, prior to joining Texas A&M. Dr. Kubinec's teaching has ranged from introductory courses in data science to more complex topics such as comparative politics in the Middle East. His teaching impact includes creating a software package for students to help them examine real-world issues. Dr. Kubinec is a comparative political economist whose research examines the long-term drivers of wealth creation and democratization in developing countries. His book, *Making Democracy Safe for Business: Corporate Politics During the Arab Uprisings* (Cambridge University Press), examines the influence of prominent businesspeople on the political outcomes of the Arab Uprisings. He is also actively engaged in research on data-scientific methods, including causal inference, Bayesian statistics and measurement, and is the author of the R packages *idealstan* and *ordbetareg*. He has published journal articles in *Nature Human Behavior, The Journal of Politics, PLOS One, The Journal of the Royal Statistical Society: Series A, The Journal of Peace Research, Scientific Data, World Politics, Social Science Quarterly, Comparative Political Studies,* and *Political Analysis.*

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

COLLEGE OF AGRICULTURE & LIFE SCIENCES

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date** **Tenure**
Dr. James W. Cain III	Associate Professor Rangeland, Wildlife & Fisheries Management	0	2	Upon Approval by the Board and Faculty Arrival
Ph.D. (2006)	The University of Arizona			
Su 2008 – Sp 2010 Su 2010 – Sp 2023 Sp 2023 – Sp 2026 Sp 2026 – Present	Texas A&M University–Commerce U.S. Geological Survey, New Mexico Cooperative Fish and Wildlife Research Unit U.S. Geological Survey, New Mexico Cooperative Fish and Wildlife Research Unit Texas A&M University	Assistant Professor Research Wildlife Biologist and Assistant Unit Leader Research Wildlife Biologist and Unit Leader Associate Professor		

Dr. James W. Cain III received a Ph.D. in Wildlife and Fisheries Science from The University of Arizona in 2006. Dr. Cain joined the Department of Rangeland, Wildlife & Fisheries Management at Texas A&M University as an associate professor in 2026. Dr. Cain previously served with the U.S. Geological Survey's New Mexico Cooperative Fish and Wildlife Research Unit, where he advanced to unit leader and research wildlife biologist, leading interdisciplinary research programs on wildlife ecology and management in collaboration with federal, state, and Tribal partners. He also served as an assistant professor at Texas A&M University-Commerce. Dr. Cain has taught undergraduate courses in Wildlife Management, Geospatial Mapping, and Field Methods for Wildlife and Conservation. He has mentored and advised 31 graduate students to completion (28 M.S. and three Ph.D.) and is currently mentoring two Ph.D. students and four M.S. students. Dr. Cain is an expert in wildlife-habitat relationships, population ecology, foraging ecology, and the influence of management practices on native wildlife species. His research addresses both basic and applied questions related to wildlife ecology, conservation, and management, with an emphasis on large mammals in arid and semi-arid environments. His research program provides actionable science for decision makers and collaborators at state and federal agencies while advancing basic science on large ungulate and predator ecology. Dr. Cain has authored 92 peer-reviewed publications, four book chapters, 192 conference presentations, and co-edited two editions of the university textbook, *Wildlife Management: Contemporary Principles and Practices,* published by Johns Hopkins University Press. He has been awarded over $10 million in research funding from federal and state agencies as well as non-governmental organizations. Dr. Cain is a Fellow of The Wildlife Society and serves on the Technical Staff of the Desert Bighorn Council.

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

Dr. Chin-Cheng Scotty Yang	Associate Professor Entomology	0	15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2010)	National Taiwan University			
Su 2011 – Sp 2016 Sp 2016 – Su 2020 Sp 2021 – Fa 2025 Sp 2026 – Present	National Taiwan University Kyoto University, Japan Virginia Polytechnic Institute and State University Texas A&M University		Assistant Professor Junior Associate Professor Assistant Professor Associate Professor	

Dr. Chin-Cheng Scotty Yang received a Ph.D. in Entomology from National Taiwan University in 2010. Dr. Yang joined the Department of Entomology at Texas A&M University (Texas A&M) as an associate professor in 2026. Dr. Yang previously held faculty appointments at National Taiwan University, Kyoto University, and Virginia Polytechnic Institute and State University prior to joining Texas A&M. Dr. Yang has developed and taught more than 20 courses, including Insect Behavior and Ecology and Urban Pest Management. He has mentored four postdoctoral scholars and served on more than 30 graduate committees, chairing or co-chairing 17 graduate students. His teaching and mentoring have been recognized with the Teaching Excellence Award and Mentoring Award from National Taiwan University, and he also received the Virginia Tech College of Agriculture and Life Sciences Award for Outreach Excellence for his commitment to public engagement. His research program has made significant contributions to advancing sustainable pest management and promoting science-based solutions to invasive and urban pest challenges. His interdisciplinary program integrates invasion biology, behavioral ecology, insect-microbial interactions, and urban entomology, with a strong focus on translating fundamental discoveries into practical tools that support stakeholders such as pest management professionals and regulatory partners. Dr. Yang has secured more than $3.9 million in research funding from federal, state, university, and industry partners and has published 69 peer-reviewed articles, including papers in

Science and the *Annual Review of Entomology*. He has delivered 76 invited presentations at universities, government agencies, and national and international industry and scientific meetings.

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

COLLEGE OF DENTISTRY

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Dimitris N. Tatakis	Professor Periodontics	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1990) DDS (1982)	State University of New York at Buffalo National and Kapodistrian University of Athens			
Sp 1991 – Sp 1994 Sp 1994 – Su 1997 Su 1997 – Su 2001 Su 2001 – Su 2024 Sp 2026 – Present	University of Louisville Loma Linda University Loma Linda University The Ohio State University Texas A&M University	Assistant Professor Associate Professor Professor (Tenured 1997) Professor (Tenured 2001) Professor		

Dr. Dimitris N. Tatakis received a DDS in Dentistry (1982) from National and Kapodistrian University of Athens and a Ph.D. in Oral Biology (1990) from the State University of New York at Buffalo. Dr. Tatakis is a board-certified academic periodontist and member of the American Academy of Periodontology (AAP). He joined the Department of Periodontics at Texas A&M University as a professor and department head in 2026. Dr. Tatakis previously held faculty appointments at the University of Louisville, Loma Linda University, and The Ohio State University, where he served as a tenured professor from 2001 to 2024. He has trained more than 120 periodontists and has mentored or co-mentored 52 master's students and seven doctoral students. His excellence in teaching and dedication to inspiring students were recognized with the AAP Outstanding Periodontal Educator Award. Dr. Tatakis has authored more than 190 peer-reviewed articles, multiple book chapters, a Springer-published textbook, and more than 260 conference abstracts. His research focuses on periodontal plastic surgery and wound healing, with particular emphasis on novel treatment modalities and the mechanisms of tissue repair. His clinical and translational research has earned national and international recognition, including placement on Stanford University's list of the World's Top 2% Most-Cited Scientists and awards from the AAP and the Academy of Osseointegration. Dr. Tatakis currently serves as Director of the American Board of Periodontology, as a reviewer for the Commission on Dental Accreditation, and on the editorial boards of several biomedical journals.

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

COLLEGE OF EDUCATION & HUMAN DEVELOPMENT

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Joseph N. Cooper	Professor Kinesiology & Sports Management	0	13	Upon Approval by the Board and Faculty Arrival
Ph.D. (2013)	University of Georgia			
Su 2013 – Sp 2019 Sp 2019 – Su 2019 Fa 2019 – Sp 2022 Sp 2022 – Su 2026 Su 2026 – Present	University of Connecticut University of Connecticut University of Massachusetts Boston University of Massachusetts Boston Texas A&M University	Assistant Professor Associate Professor (Tenured 2019) Associate Professor (Tenured 2019) Professor Professor		

Dr. Joseph N. Cooper received a Ph.D. in Kinesiology from the University of Georgia in 2013. Dr. Cooper joined the Department of Kinesiology & Sports Management at Texas A&M University (Texas A&M) as a professor in 2026. Dr. Cooper previously held faculty appointments at the University of Connecticut and the University of Massachusetts Boston, where he earned tenure in 2019 and was promoted to professor in 2022 before joining Texas A&M. Dr. Cooper is an expert on sport, race, education, and culture. He is sole author of three books, the sole editor of one book, and co-editor of three books. Dr. Cooper teaches courses in sport management, sport marketing, sport law, sport and society, and sport operations. Dr. Cooper has served as chair or committee member for more than 30 theses and dissertations. He was an inaugural endowed chair, created a new undergraduate program that enrolls over 430 students per year, and served as the founding executive director of the Institute for Innovative Leadership in Sport. He has published 45 peer-reviewed journal articles, 17 book chapters, two encyclopedia articles, two industry reports, and 90 conference papers. Dr. Cooper has secured $10 million in endowment funds for research, education, and programming. Dr. Cooper has served as an expert consultant on a National Science Foundation grant awarded for $3.4 million. His excellence in service is reflected in his continued engagement with multiple college, university, and professional association committees, as well as advisory boards for community organizations.

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

NARESH K. VASHISHT COLLEGE OF MEDICINE

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Hui-Wen Lo	Professor Cell Biology & Genetics and Translational Medical Sciences	1	>15	Upon Approval by the Board

Ph.D. (2002)	The University of Texas Health Science Center at Houston	
Su 2006 – Fa 2010	Duke University	Assistant Professor
Sp 2011 – Sp 2014	Duke University	Associate Professor
Sp 2014 – Su 2018	Wake Forest University	Associate Professor (Tenured 2014)
Fa 2018 – Su 2022	Wake Forest University	Professor
Fa 2022 – Sp 2025	The University of Texas Health Science Center at Houston	Professor (Tenured 2022)
Sp 2025 – Present	Texas A&M University	Professor

Dr. Hui-Wen Lo received a Ph.D. in Biochemistry and Molecular Biology from The University of Texas Health Science Center at Houston in 2002 and completed postdoctoral training at The University of Texas MD Anderson Cancer Center. Dr. Lo began her academic career at Duke University before moving to Wake Forest University, where she earned tenure in 2014 and was promoted to professor in 2018. While at Wake Forest University, she served as Associate Director of Basic Sciences for a National Cancer Institute-designated Cancer Center. She later served as a tenured professor and Vice Chair for Research at The University of Texas Health Science Center at Houston. In 2025, Dr. Lo joined Texas A&M University as the Jean and Tom McMullin Endowed Professor and Head of the Department of Cell Biology & Genetics, with a secondary appointment in the Department of Translational Medical Sciences. Dr. Hui-Wen Lo is a nationally and internationally recognized cancer biologist with more than 30 years of experience in basic and translational cancer research. Her work focuses on breast cancer, brain metastases, and glioblastoma and has led to three patents and one clinical trial. Dr. Lo is committed to education and mentorship and has trained numerous graduate students, postdoctoral fellows, and physician-scientists, many of whom have gone on to successful academic, clinical, and industry careers. Dr. Lo has secured $14 million in research funding from the National Institutes of Health, the Department of Defense, and private foundations.

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

Dr. Salvador Martín Guinjoan	Associate Professor Psychiatry & Behavioral Sciences	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1997) M.D. (1992)	University of Buenos Aires University of Buenos Aires			
Su 1999 – Su 2005	University of Buenos Aires	Assistant Professor of Physiology (Tenure-Track Equivalent)		
Su 2008 – Fa 2021	University of Buenos Aires	Associate Professor of Neurophysiology (Tenured Equivalent)		
Su 2010 – Fa 2021	University of Buenos Aires	Associate Professor of Psychiatry (Tenured Equivalent)		
Sp 2026 – Present	Texas A&M University	Associate Professor		

Dr. Salvador Martín Guinjoan received an M.D. in Medicine (1992) and a Ph.D. in Physiology (1997) from the University of Buenos Aires. Dr. Guinjoan joined the Department of Psychiatry and Behavioral Sciences at Texas A&M University as an associate professor in 2026. He has held academic and clinical appointments in Argentina, including leadership roles at the Fleni Foundation as Chief of Psychiatry. He also held faculty appointments at the University of Buenos Aires as Associate Professor of Psychiatry and Associate Professor of Neurophysiology and served as a Principal Investigator with the National Scientific and Technical Research

Council. He most recently served as Principal Investigator at the Laureate Institute for Brain Research in Tulsa, Oklahoma (2020–2026). Dr. Guinjoan is a physician-scientist specializing in neuropsychiatry, with expertise in the brain circuit mechanisms underlying mood disorders, Alzheimer's disease, and related conditions. He has an established record of teaching and mentoring graduate students, medical students, residents, and postdoctoral fellows, many of whom have gone on to academic and clinical careers. Dr. Guinjoan is the author of more than 111 peer-reviewed publications and three book chapters, with work appearing in leading journals including the *American Journal of Psychiatry* and *Biological Psychiatry*. He has received over $3 million in extramural funding, including support from the National Institute of Mental Health, and has pioneered the use of low-intensity focused ultrasound as a noninvasive neuromodulation technique for treatment-resistant depression. He has directed or co-directed nine doctoral dissertations and mentored numerous postdoctoral fellows. He is a member of the American Psychiatric Association and the Society of Biological Psychiatry.

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

SCHOOL OF LAW

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Mr. Lawrence B. Solum	Professor Law	0	>15	Upon Approval by the Board and Faculty Arrival
J.D. (1984)	Harvard University			
Fa 1985 – Sp 1988	Loyola Marymount University		Associate Professor	
Fa 1988 – Sp 2002	Loyola Marymount University		Professor (Tenured 1988)	
Fa 2002 – Sp 2005	University of San Diego		Professor (Tenured 2002)	
Fa 2005 – Sp 2011	University of Illinois Urbana-Champaign		Professor (Tenured 2005)	
Fa 2011 – Sp 2020	Georgetown University		Professor (Tenured 2011)	
Fa 2020 – Su 2026	University of Virginia		Professor (Tenured 2020)	
Su 2026 – Present	Texas A&M University		Professor	

Mr. Lawrence B. Solum received a J.D. from Harvard University in 1984. Mr. Solum joined the School of Law at Texas A&M University as a professor in 2026. He has held faculty appointments across multiple institutions, including Loyola Marymount University, the University of San Diego, the University of Illinois Urbana–Champaign, Georgetown University, and the University of Virginia, where he served as a tenured professor. His courses include Civil Procedure, Constitutional Law, Interpretation Theory and Practice, and Law and Artificial Intelligence. His teaching has been recognized with the Frank F. Flegal Teaching Award at Georgetown University and the Thornes Prize for Best Teacher at the University of San Diego. His scholarship focuses on constitutional theory, originalism, legal interpretation, virtue jurisprudence, and artificial intelligence and law. Mr. Solum is among the most-cited scholars in constitutional law and law and philosophy in the United States, with more than 123,000 Social Science Research Network downloads and publications in leading journals, including *California Law Review*, *University of Pennsylvania Law Review*, and *Harvard Law Review Forum*. Mr. Solum has served as chair of four sections of the Association of American Law Schools — Jurisprudence, Constitutional Law, Scholarship, and Law and Interpretation — and provides extensive service

to the legal academy through hiring, tenure, and peer review letters. As founder and author of the *Legal Theory Blog* and the *Legal Theory Lexicon*, he has created widely used resources for legal education and scholarship.

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

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

Agenda Item No. 8.9 D

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
Office of the President
June 15, 2026

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

Subject: Approval of Academic Tenure, September 2026,
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 *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Central Texas as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Richard M. Rhodes
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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-CENTRAL TEXAS
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF BUSINESS ADMINISTRATION

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Mikhail S. Kouliavtsev	Professor Economics	0	>23	Upon Approval by the Board and Faculty Arrival
Ph.D. (2003)	Temple University			
Fa 2003 – Sp 2007 Fa 2007 – Sp 2009 Fa 2009 – Sp 2014 Fa 2014 – Sp 2026 Su 2026 - present	Philadelphia University Stephen F. Austin State University Stephen F. Austin State University Stephen F. Austin State University Texas A&M University-Central Texas	Assistant Professor Assistant Professor Associate Professor (tenured 2012) Professor Professor		

Dr. Kouliavtsev comes to us after serving as Professor of Economics and Department Chair at Stephen F. Austin State University, with a record of effective teaching, applied scholarship, and academic leadership. His teaching excellence is evidenced by innovative pedagogy, research on student learning, and recognition through Teaching Innovation and Teaching Excellence awards. His scholarly work includes numerous peer-reviewed publications in economics and economic education, supported by conference presentations and funded projects that demonstrate both academic and practical impact. As Chair, he has led faculty hiring, program development, and founded the Center for Business and Economic Research, while also contributing extensively to university, professional, and community service through committees, consulting, and public engagement.

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

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

Agenda Item No. 8.9 E

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Office of the President
June 15, 2026

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

Subject: Approval of Academic Tenure, September 2026,
Texas A&M University-Corpus Christi

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Corpus Christi as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Kelly M. Miller
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

ITEM 8.9 E
EXHIBIT

TEXAS A&M UNIVERSITY-CORPUS CHRISTI
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF SCIENCE

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date** **Tenure**
Dr. Stephanie Romañach	Harte Research Institute Endowed Chair and Professor of Ecosystem Science & Modeling Department of Life Sciences	0	0	Upon Approval by the Board and Faculty Arrival
Ph.D. (2003)	University of California, Santa Barbara			

Dr. Stephanie S. Romañach is a research ecologist whose work focuses on ecological modeling, climate change impacts, and development of decision support tools to advance ecosystem restoration and conservation. She previously served as a Research Ecologist at the U.S. Geological Survey (USGS). She has authored over 60 peer-reviewed journal articles, several book chapters, and numerous technical reports. Her applied scholarship directly informs large-scale restoration planning, particularly in the Florida Everglades.

Dr. Romañach has secured $15 million in competitive funding as Principal Investigator or Co-Principal Investigator. She holds graduate faculty appointments at Florida Atlantic University and the University of Florida, where she has mentored graduate and post-doctoral students. While with the USGS, she served as the agency's representative to the Science Coordination Group, which reported to the South Florida Ecosystem Restoration Task Force, and to the U.S. Government Coordinating Committee for the Convention on International Trade in Endangered Species of Wild Fauna and Flora. She is an Academic Editor for *PLOS ONE*, the peer reviewed, open-access journal published by the *Public Library of Science* and serves on the Board of the African Wildlife Conservation Fund.

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

Agenda Item No. 8.9 F

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
June 8, 2026

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

Subject: Approval of Academic Tenure, September 2026,
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 *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-San Antonio as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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 8.9 F
EXHIBIT

TEXAS A&M UNIVERSITY-SAN ANTONIO
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF ARTS AND SCIENCES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Venkatesh Uddameri	Professor Computational, Engineering, & Mathematical Sciences	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1998)	University of Maine			
Fa 2001 – Fa 2004 Fa 2004 – Fa 2011 Fa 2011 – Fa 2012 Fa 2012 – Su 2022 Su 2022 – Su 2026 Su 2026 – Present	Texas A&M University-Kingsville Texas A&M University-Kingsville Texas A&M University-Kingsville Texas Tech University Lamar University Texas A&M University-San Antonio	Assistant Professor Associate Professor (Tenured 2006) Professor Professor (Tenured 2012) Department Chair and Professor (Tenured 2022) Professor		

Dr. Venkatesh (Venki) Uddameri holds a Ph.D. in Civil and Environmental Engineering from the University of Maine and is a licensed Professional Engineer in Texas. He brings more than two decades of experience in higher education and has served in numerous leadership roles, including department chair, research center director, and program administrator at Lamar University, Texas Tech University, and Texas A&M University-Kingsville.

Dr. Uddameri is a nationally recognized scholar in water resources and environmental engineering. He has authored four books, six book chapters, and more than 70 peer-reviewed journal publications, secured over $1.2 million in external research funding, and served in prominent professional leadership positions, including Editor-in-Chief of the Journal of the American Water Resources Association. His contributions to teaching, research, service, and professional practice have earned him numerous honors and recognition within his field.

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

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Guido Verbeck	Professor Natural Sciences	0	>15	Upon Approval by the Board and Faculty Arrival

Ph.D. (2004)	Texas A&M University	
Fa 2006 – Fa 2012	University of North Texas	Assistant Professor
Fa 2012 – Fa 2018	University of North Texas	Associate Professor (Tenured 2012)
Fa 2018 – Fa 2020	University of North Texas	Associate Dean of Research and Graduate Studies
Fa 2018 – Fa 2023	University of North Texas	Professor
Fa 2023 – Su 2026	Augusta University	Department Chair and Professor (Tenured 2023)
Fa 2024 – Su 2026	Augusta University	Associate Dean of Research and Graduate Studies
Su 2026 – Present	Texas A&M University-San Antonio	Vice President for Research

Dr. Guido Verbeck is a nationally recognized scholar in analytical chemistry and mass spectrometry. He earned his Ph.D. in Chemistry from Texas A&M University and has established a highly productive research program focused on analytical chemistry, forensic science, and portable mass spectrometry technologies. His record includes an extensive portfolio of peer-reviewed publications, significant external funding exceeding $6 million, numerous patents and intellectual property contributions, and national recognition for innovation and research excellence.

Dr. Verbeck has demonstrated excellence in teaching, advising, and student mentorship, earning multiple institutional awards, including the Teacher Scholar Award and Excellence in Advising Award. In addition to his scholarly accomplishments, he has provided substantial leadership and service through roles as department chair, associate dean, faculty senate chair, editorial board member, and leader in professional scientific organizations.

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

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

Agenda Item No. 8.9 G

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
June 26, 2026

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

Subject: Approval of Academic Tenure, September 2026,
Texas A&M University-Victoria

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Victoria as set forth in the exhibit, Tenure List No. 26-04."**

Respectfully submitted,

[SIGNED BY]

Christian E. Hardigree
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

ITEM 8.9 G
EXHIBIT

TEXAS A&M UNIVERSITY-VICTORIA
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 26-04

COLLEGE OF NATURAL & APPLIED SCIENCE

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Alyssa Kiesow	Professor Biology	0	>10	Upon Approval by the Board and Faculty Arrival
Ph.D. (2008) M.S. (2003) M.S. (2000) A.A. (1997)	University of South Dakota University of South Dakota University of South Dakota Winona State University			
2008 – 2013 2013 – 2018 Sp 2018 Su 2018 – 2020 Su 2020 – Sp 2026 Su 2026 – Present	Northern State University Northern State University Northern State University Northern State University Northern State University Texas A&M University-Victoria	Assistant Professor, Biology (tenure-track) Associate Professor (Tenured 2013) Professor (Tenured 2018) Associate Dean, College of Arts & Sciences Dean, College of Arts & Sciences (Interim AY20-21) Provost and Vice President of Academic Affairs		

Dr. Kiesow's scholarly accomplishments demonstrate both productivity and impact in teaching, research, and service. Her teaching has focused on integrating high-impact practices to enhance student learning and retention, and graduation rates. She has a successful research program with funding and publications. She has also demonstrated the ability to integrate her research to benefit students and her surrounding community.

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

Each university determines, through a review process, the number of years each faculty member will be awarded towards tenure based on their dossier.

Agenda Item No. 8.10 A

AGENDA ITEM BRIEFING

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

Subject: Granting of Faculty Development Leave for FY 2027,
Prairie View A&M University

Proposed Board Action:

Authorize faculty development leave for FY 2027 at Prairie View A&M University (PVAMU).

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 PVAMU the application is submitted with support of the academic department, school/college dean, university development leave committee, Provost and Senior Vice President for Academic Affairs, and President.

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

PVAMU 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:

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 PVAMU Strategic Priority 1 (*Invest in PVAMU's People and Performance Excellence*) by enabling faculty to strengthen their research expertise and professional impact, and Strategic Priority 4 (*Drive Strategic Advancement of Research*) by expanding research productivity and enhancing PVAMU's scholarly profile.

Agenda Item No. 8.10 A

PRAIRIE VIEW A&M UNIVERSITY
Office of the President
June 22, 2026

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

Subject: Granting of Faculty Development Leave for FY 2027,
Prairie View 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, Prairie View A&M University."**

Respectfully submitted,

[SIGNED BY]

Tomikia P. LeGrande
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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 8.10 A
EXHIBIT

FACULTY DEVELOPMENT LEAVE LIST
FY 2027
PRAIRIE VIEW A&M UNIVERSITY

Name/ Title/ Department	Years of PVAMU Tenured, Tenure-Track Service	Semester of Leave	Location, Brief Description of Leave and Benefit to University
MARVIN D. AND JUNE SAMUEL BRAILSFORD COLLEGE OF ARTS AND SCIENCES			
Mark Tschaepe Professor Philosophy	14	Spring 2027	Dr. Tschaepe's leave will take place primarily through writing and research conducted from his home base (Houston, Texas), with work connected to archival fellowships and repositories, including the Lewis Walpole Library at Yale, the New York Public Library, and possible projects involving the Beinecke Library, the Bodleian Library, and the British Library. The leave will support his research and writing for the book project, *Noisy Adornment: Discomfort, Ridicule, and the Ethics of Appearances*. During the leave, Dr. Tschaepe will organize and analyze archival materials, draft sections of the book manuscript, prepare journal articles, and develop conference or workshop presentations. This work will benefit PVAMU by strengthening faculty research, enriching teaching, supporting Honors College programming, and increasing the university's scholarly visibility.
COLLEGE OF BUSINESS			
Yi Zhang Professor Accounting, Finance and MIS	18	Spring 2027	Dr. Yi Zhang will work mainly from Houston and other locations with coauthors on research focused on principles for responsible management education. She will advance ongoing research papers targeting publication in high-quality journals, initiate new studies, and develop external grant proposals. These efforts will deepen her expertise in responsible management practices and enrich her teaching by integrating research findings into the curriculum and developing applied case studies. This research will elevate the college's research profile for the upcoming AACSB accreditation visit and support the university's strategic goal of achieving Carnegie R1 Classification status.

ROY G. PERRY COLLEGE OF ENGINEERING			
Yonghui Wang Associate Professor Computer Science	20	Spring 2027	Dr. Yonghui Wang's leave will take place at the University of Missouri–Kansas City (UMKC), where he will enhance his expertise and research productivity in machine learning and computer vision. His work will focus on developing deep learning–based image processing and computer vision techniques, with an emphasis on visual data analysis and real-world applications. By engaging in cutting-edge artificial intelligence research, this visit will foster new collaborations between UMKC and PVAMU. The outcomes will support the development of instructional materials for future courses and workshops, strengthening PVAMU's computing curriculum, which will greatly benefit the students. Overall, this sabbatical leave will advance Dr. Wang's teaching effectiveness, research collaborations, and professional growth.

Agenda Item No. 8.10 B

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 Spring 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. Departmental faculty members are assuming the recommended faculty member's teaching load 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. 8.10 B

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
June 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-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 Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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 8.10 B
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			
O. Volkan Ozbek Assistant Professor Management and Marketing	3	Spring 2027	Dr. Ozbek's faculty development leave will take place at the Management Center Innsbruck (MCI) in Innsbruck, Austria, as part of a Fulbright Scholar appointment. During the leave period, Dr. Ozbek will teach undergraduate and graduate courses in strategic management and international business, conduct research on corporate restructuring and governance in international contexts, and collaborate with MCI faculty on joint scholarly projects. Expected outcomes include submissions to peer-reviewed journals and presentations at major academic conferences. Benefits of the leave include enhanced institutional visibility through Fulbright recognition, development of an international partnership with MCI, strengthened research output, and enrichment of the curriculum through the integration of global perspectives to better prepare students for international business environments.

Agenda Item No. 8.11

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 Agribusiness 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 Agribusiness**,** 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 MS in Agribusiness is a graduate program designed to bridge the gap between agricultural sciences and business. The program is tailored to the food and fiber industry. The curriculum is interdisciplinary, blending business courses with agricultural courses focused on the global food industry. The program will leverage the strengths of ETAMU's College of Agricultural Sciences and Natural Resources, including its existing graduate-level coursework in Agricultural Economics and an undergraduate program in Agribusiness, to attract students with an interest in Agribusiness into graduate studies. Graduates of the MS in Agribusiness will be prepared for professional roles within the agriculture, food, and natural resource sectors that require an understanding of both agricultural systems and advanced business strategy.

A&M System Funding or Other Financial Implications:

The necessary resources to support the new program, including courses, faculty, library resources, equipment, and facilities, are already established on campus. No new costs are estimated during the first five years.

Strategic Plan Imperative(s) this Item Advances:

The proposed MS in Agribusiness contributes to Imperative 1 by allowing qualified students to find a place in The Texas A&M University System. By offering the program, ETAMU is expected to retain more students expressing an interest in graduate studies than with the existing MS in Agricultural Sciences alone. The MS in Agribusiness supports Imperative 3 by preparing students for successful careers in an increasingly global economy. The global agriculture and food system faces increasing complexity driven by market volatility, climate pressures, technological innovation, and supply chain disruption. The MS in Agribusiness emphasizes industry-specific decision-making, market analysis, and sustainability across global food systems.

Agenda Item No. 8.11

EAST TEXAS A&M UNIVERSITY
Office of the President
May 13, 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 Agribusiness 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 Agribusiness.

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]

Tracy Foster
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 Agribusiness
(CIP 01.0102.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Agricultural Sciences and Natural Resources

In an era of global volatility, the agricultural industry needs more than just managers. It needs visionaries who can navigate the complexities of agriculture, the food industry, and global commerce. The proposed Master of Science (MS) in Agribusiness is designed to transform students into career-ready professionals with the skills to adapt to technological advancements and tackle the economic and environmental challenges facing modern agriculture.

The MS in Agribusiness is designed for the food and natural resource sectors. The program incorporates problem solving skills and trade tools, and covers topics including risk management, global trade, and food security. Students will learn to apply economic modeling to balance profitability, sustainability, and strategy. Students will learn not only from their professors, but also from their peers, while gaining knowledge of multiple sectors of the food and fiber industry. Specifically, the educational objectives of the MS in Agribusiness are as follows:

1. Solve problems and interpret solutions involving different types of agribusiness analyses.
2. Analyze food and agriculture from a national and international perspective using agribusiness concepts, theories, and policies.
3. Synthesize and effectively communicate information relevant to agribusinesses.

The MS in Agribusiness consists of 30 semester credit hours (SCH) and offers a thesis and a non-thesis option. The thesis option appeals to students with a research focus, enhancing quantitative skills, economic analysis, and composition and writing. The curriculum includes 12 SCH of research coursework, including completion of a thesis, 12 SCH of required coursework in Agricultural Economics, and 6 SCH of supporting Business courses selected from the disciplines of Accounting, Finance, Marketing, and Management. The thesis option will be offered hybrid online (50-99%) and can be completed in two years. Students interested in the non-thesis option will complete a professional research project in place of a thesis. The non-thesis option will be offered fully online (100%) and can be completed in one year.

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 regarding need, quality, financial and faculty resources, standards, and costs. No new costs are estimated during the first five years.

I. NEED

A. Employment Opportunities

Graduates will be prepared for management, analytical, and leadership roles across agriculture, food, and natural resource industries. These positions focus on running operations, analyzing markets and finances, managing supply chains, driving sales and marketing, shaping policy, and advancing sustainability within ag-related organizations. A recent USDA-funded study conducted in 2025 by Purdue University projects more than 104,000 annual job openings for graduates in Food, Agriculture, Renewable Natural Resources, and the Environment (FARNRE) from 2025-2030, with business and management being the largest job cluster (42%). The Bureau of Labor Statistics (BLS) projects 116,200 annual openings on average from 2024 to 2034, with agricultural managers comprising about 76% of the annual openings. The Texas Workforce Commission (TWC) reports agribusiness roles requiring technical and specialized skills as a high-growth area, and Lightcast data shows that labor market demand for occupations aligned with the MS in Agribusiness is projected to increase by 7.9% between 2025 and 2030 within ETAMU's East Texas region and the nearby Dallas-Fort Worth Metroplex, compared to a national increase of 3.3%. Lightcast data shows a total of 680 unique job postings over the past 12 months (March 2025-February 2026) with regional annual median earnings of $68,500.

B. Projected Enrollment

The program projects to enroll 11-12 new students each year for the first five years. Students who enroll full-time in the non-thesis option are able to graduate within one year. Enrollment projections are based on recent new student enrollment patterns in existing graduate programs within the College of Agricultural Sciences and Natural Resources, fall enrollment at similar programs offered within Texas, and ETAMU's alumni footprint across jobs within the region in related occupations. Enrollment will be supported by interest from undergraduate students in the college seeking to complete a master's degree, particularly graduates of the university's Bachelor of Science (BS) in Agribusiness program.

Projected Enrollment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total New Students	11	11	12	12	12
Attrition Headcount	--	3	3	3	4
Graduates		6	8	8	9
Cumulative Headcount	11	13	14	15	14

C. Existing State Programs

There are only three programs at public universities in Texas that use the same CIP code (01.0102.00). Texas A&M University offers a Master of Agribusiness and a Master of Agriculture in Agricultural Development, with both programs averaging a combined total of eight graduates annually over the past three years, and fall 2024 enrollment totaling 25

students. Texas Tech University offers a Master of Agribusiness with an average of six graduates annually over the past three years and fall 2024 enrollment totaling 19 students. Both institutions are located geographically far from ETAMU and serve different regions of the state. Currently, the North-East Texas region served by ETAMU lacks a master's program in Agribusiness. With unique agricultural experiences and opportunities available within its College of Agricultural Sciences and Natural Resources, the university is well-positioned to offer an MS in Agribusiness.

II. QUALITY & RESOURCES

A. Faculty

The program will be taught by one core faculty member and three support faculty members from the College of Agricultural Sciences and Natural Resources and five additional support faculty from the College of Business. No new full-time faculty or part-time faculty will be required.

B. Program Administration

The program will be housed in the College of Agricultural Sciences and Natural Resources, and an existing faculty member will serve as program coordinator. No additional administrative costs are anticipated.

C. Other Personnel

No additional personnel will be needed to support the program. One existing Graduate Assistant – Research (GAR) position within the College of Agricultural Sciences and Natural Resources will be reassigned to the MS in Agribusiness, with no new costs.

D. Supplies, Materials

No new supplies or materials are required for the M.S. in Agribusiness.

E. Library

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

F. Equipment, Facilities

Existing equipment and facilities are sufficient. There is no need for new equipment or renovated facilities to support the new program.

G. Accreditation

There are no program-specific accreditations related to the MS in Agribusiness.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$0		Formula Income	$414,148
Program Administration	$0		Statutory Tuition	86,700
Graduate Assistants	$0		Designated Tuition	190,185
Supplies & Materials	$0		Grad Differential Tuition	72,828
Library & IT Resources	$0		Distance Education Fee	65,025
Equipment, Facilities	$0		University Services Fee	219,245
	$0			
Other	$0			
Estimated 5-Year Costs	**$0**		**Estimated 5-Year Revenues**	**$1,048,131**

Agenda Item No. 8.12

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Master of Fine Arts Degree Program with a Major in Visual 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 Fine Arts (MFA) in Visual 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 MFA in Visual Communication at ETAMU is a 60-semester credit hour (SCH) terminal degree designed to prepare graduates for leadership in visual communication practice and for teaching at the college level. Structured as a three-year cohort program with evening courses, the MFA serves working creative professionals seeking advanced expertise in design innovation, research, and pedagogy. Since 2007, ETAMU has offered Visual Communication as an emphasis area within its MFA in Art degree program. The proposal of a separate MFA in Visual Communication degree program will further strengthen the university's presence in advanced visual communication education while addressing regional and professional demand for graduate-level study in design.

A&M System Funding or Other Financial Implications:

The necessary resources to support the new program, including courses, faculty, library resources, equipment, and facilities, are already established on campus. No new costs are estimated during the first five years.

Strategic Plan Imperative(s) this Item Advances:

The MFA in Visual Communication expands access to a specialized terminal degree for practicing professionals. Its evening structure and delivery format support working professionals and reinforce The Texas A&M University System's (A&M System) commitment to providing affordable, accessible pathways for qualified students (Imperative 1). Graduates leave the A&M System prepared for success in a global economy (Imperative 3). The 60 SCH curriculum equips students for leadership in both professional practice and college-level teaching. The program also contributes to strengthening the A&M System's academic and research profile (Imperative 4). As a terminal degree, the MFA culminates in a design-centered research project, written thesis, and public exhibition, enabling students to produce meaningful scholarly and creative work.

Agenda Item No. 8.12

EAST TEXAS A&M UNIVERSITY
Office of the President
May 13, 2026

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

Subject: Approval of a New Master of Fine Arts Degree Program with a Major in Visual 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 Fine Arts in Visual 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]
Tracy Foster
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 Fine Arts
with a major in Visual Communication
(CIP 50.0409.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Art within the College of Humanities, Social Sciences, and Arts

The Master of Fine Arts (MFA) in Visual Communication is a synchronous, evening-based terminal degree designed for working creatives ready to lead, teach, and expand their creative influence. Through in-person and live online classes with close faculty mentorship, the program integrates creative innovation, strategic thinking, and real-world application to develop both conceptual depth and advanced expertise. Distinct from portfolio-only programs, the MFA in Visual Communications intentionally prepares graduates for college-level teaching and design leadership through pedagogical training, curriculum development, and supervised classroom experience, equipping them to confidently author curriculum, teach at the collegiate level, and mentor emerging designers. The degree culminates in a public, research-driven exhibition that contributes meaningfully to the field, ensuring graduates leave prepared to lead creatively and teach with purpose.

The objectives of the MFA in Visual Communication are to prepare students to thrive as creative professionals, entrepreneurial thinkers, and educators in the arts. The program achieves these objectives through three core learning outcome areas:

- **Creative Methodology** equips students with the tools to examine, refine, and expand their creative processes, fostering innovative approaches to problem-solving and collaboration.
- **Business Innovation** develops the ability to apply design thinking and strategic marketing to real-world challenges, enabling students to generate and implement ideas that create tangible value in diverse markets.
- **Pedagogy** prepares students to navigate academic and professional environments with confidence, offering practical training in teaching, career development, and long-term success within higher education.

The MFA in Visual Communication is a terminal graduate degree designed to prepare students for professional leadership in visual communication and for teaching at the college level. The program typically spans three years and integrates advanced studio practice, research, design theory, and pedagogy. The curriculum is structured in three main areas:

Core Coursework (39 SCH): Core courses focus on advanced creative practice, design theory, research methods, and professional application. Students engage in courses that explore creative methodology, design writing, cross-cultural communication, user-centered design, ideation and product development, creative promotion, and project implementation. These courses emphasize critical thinking, conceptual development, and strategic problem solving within visual communication.

Support Coursework (15 SCH): Support courses provide historical, theoretical, and pedagogical foundations. Coursework includes topics such as the history of graphic design, history of American

typography, design teaching methods, design teaching environments, and pedagogy research. These courses help students develop the knowledge and skills needed to teach design at the collegiate level while also strengthening their understanding of the discipline's historical and cultural context.

Capstone and Exhibition (6 SCH): The culminating experience consists of graduate research and a final design presentation culminating in a public thesis exhibition supported by a written research paper. This capstone integrates scholarly research with creative practice and represents the student's original contribution to the field of visual communication.

Unique program requirements include a research-driven thesis exhibition, a supporting written research paper, and a comprehensive examination prior to graduation. The program emphasizes the integration of creative innovation, design research, and pedagogy, preparing graduates for careers in professional design practice, design leadership, and higher education.

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. No new costs are estimated during the first five years of the program.

I. NEED

A. Employment Opportunities

Individuals seeking careers in marketing, web development, graphic design, education, and nonprofit organizations may benefit from a degree in visual communication. Lightcast data shows that labor market demand for occupations aligned with the MFA in Visual Communication (50.0409.00) at the master's level is projected to increase by 12.3% between 2024 and 2029 within ETAMU's East Texas region and the nearby Dallas-Fort Worth Metroplex, compared to a 6.7% increase projected nationally. Lightcast data shows a total of 734 unique job postings over the past 12 months (Nov 2024-Oct 2025) with regional annual median earnings of $62,000.

The Texas Workforce Commission projects that employment for occupations aligned with the MFA in Visual Communication will increase by 15% between 2022 and 2032 across East Texas, North Central Texas, and Dallas and Tarrant Counties. Additionally, many graduates of the existing Visual Communication emphasis within the MFA in Art degree at ETAMU find employment as instructors at universities or community colleges. The Bureau of Labor Statistics projects a 7% growth in employment for postsecondary teachers, faster than the average for all occupations, with typical annual openings of 114,000 per year. The annual median wages by institution type include: Private universities, $91,310; State universities, $85,650; and Local junior/community colleges, $64,600.

B. Projected Enrollment

The MFA in Visual Communication is structured as a three-tier cohort program, with each tier representing one year of the three-year degree sequence. The ETAMU Visual Communication MFA intentionally maintains a small cohort model to support

individualized mentorship, collaborative studio culture, and close faculty guidance throughout the research, teaching, and exhibition components of the degree.

The program is projected to enroll up to six new students in Tier 1 of each year. Enrollment projections are based on recent new student enrollment patterns in the university's existing MFA Art with an emphasis in Visual Communications program. Additionally, six students currently enrolled in the Visual Communications emphasis of the MFA Art program are expected to switch their enrollment to the new program once approved and graduate at the end of Year 1.

Projected Enrollment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total New Students	5	5	5	5	6
Continuing Students from MFA Art, Visual Communications Emphasis	6				
Attrition Headcount		1	1	1	1
Graduates		6		4	4
Cumulative Headcount	11	9	13	13	14

C. Existing State Programs

Texas currently has a small number of MFA programs directly focused on graphic or communication design, with the most closely aligned programs located at Texas State University (CIP 50.0401), University of Houston (CIP 50.0701), University of Texas at Arlington (CIP 50.0702), and University of Texas at Austin (CIP 50.0401). These programs represent the primary graduate pathways for advanced study in visual communication and graphic design in the state.

Additionally, the University of North Texas offers a Master of Arts program in a related discipline (CIP 50.0401.01). There are currently no MFA programs offered in the same CIP code as the proposed MFA Visual Communication (CIP 50.0409.00 Graphic Design). Programs offered in the related CIP code 50.0401.00 Design and Visual Communications average fall enrollments of 10 to 35 students, and annual degrees awarded in 2025 totaled two at Texas State University, 21 at the University of Texas at Austin, and 13 at the University of North Texas.

II. QUALITY & RESOURCES

A. Faculty

No new full-time faculty are required to deliver the MFA in Visual Communication. The program will be staffed by two core and five support faculty currently within the Department of Art. Support faculty include one full-time faculty member within the Department and four adjunct instructors. Qualified adjunct faculty may be engaged on an as-needed basis to provide specialized instruction in niche areas of visual communication. This practice ensures curriculum breadth while maintaining continuity of instruction by core faculty.

B. Program Administration

No new administrative costs are anticipated. The program will be housed within the Department of Art and overseen by an existing faculty member who will serve as program coordinator.

C. Other Personnel

The Visual Communications emphasis of the existing MFA Art currently funds Graduate Assistants Teaching (GAT), used as a recruiting tool to attract students who need funding to attend graduate school. Two graduate assistants will be reallocated to the proposed program with no new costs anticipated.

D. Supplies, Materials

The existing annual budget for supplies and materials for the Visual Communication emphasis of the MFA Art will be reallocated to the new program with no new costs anticipated.

E. Library

No new costs are anticipated. Existing library resources are sufficient.

F. Equipment, Facilities

No new costs for equipment or facilities are anticipated. Existing facilities are sufficient.

G. Accreditation

The Department of Art is accredited by the National Association of Schools of Art and Design (NASAD). No additional costs are required to include the proposed program within the scope of the existing accreditation.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$0		Formula Income	$160,431
Program Administration	0		Statutory Tuition	47,250
Graduate Assistants	0		Grad Differential Tuition	49,644
Supplies & Materials	0		Designated Tuition	129,642
Library & IT Resources	0		Non-Res Statutory Tuition	113,286
Equipment, Facilities	0		Distance Education Fee	29,550
Other			University Services Fee	91,920
Estimated 5-Year Costs	$0		**Estimated 5-Year Revenues**	$621,723

Agenda Item No. 8.13

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at Tarleton State University (Tarleton) leading to a Master of Healthcare Administration (MHA) with a major in Healthcare Administration, 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 MHA in Healthcare Administration program is a 30-semester credit hour program that will provide students with an integrated course of study that will provide a strong comprehension and application in the field of healthcare administration. The MHA in Healthcare Administration program prepares students to advance the delivery, quality, and accessibility of healthcare in rural settings. Through a rigorous, interdisciplinary curriculum and experiential learning, the program equips graduates with the knowledge and skills necessary to manage the evolving challenges in healthcare policy, administration, practice, and technology. The proposed program will equip healthcare leaders with a unique blend of management expertise, health policy insight, and hands-on experiential learning in a flexible, affordable, and accessible manner. By combining a rigorous interdisciplinary curriculum with a focus on rural communities, it will prepare graduates to effectively lead rural health organizations and improve the quality of life and economic development of rural communities.

A&M System Funding or Other Financial Implications:

The estimated new costs over the first five years are $2,684,555, and the estimated five-year funding is $2,817,233.

Strategic Plan Imperative(s) this Item Advances:

The proposed MHA 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. 8.13

TARLETON STATE UNIVERSITY
Office of the President
May 11, 2026

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

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

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Master of Healthcare Administration Degree Program with a Major in Healthcare Administration.

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

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

Tarleton State University

Master of Healthcare Administration
with a major in Healthcare Administration
(CIP 51.0701.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Dr. Sam Pack College of Business

The MHA in Healthcare Administration program prepares students to advance the delivery, quality, and accessibility of healthcare in rural settings. Through a rigorous, interdisciplinary curriculum and experiential learning, the program equips graduates with the knowledge and skills necessary to manage the evolving challenges in healthcare policy, administration, practice, and technology. The proposed program will equip healthcare leaders with a unique blend of management expertise, health policy insight, and hands-on experiential learning in a flexible, affordable, and accessible manner. By combining a rigorous interdisciplinary curriculum with a focus on rural communities, it will prepare graduates to effectively lead rural health organizations and improve the quality of life and economic development of rural communities. This program will be offered 100% online.

Educational objectives:

1. Students will lead individuals, teams, and organizations through strategic and operational change.
2. Students will apply ethical frameworks and professional standards to decision-making across business and healthcare settings.
3. Students will communicate complex information clearly to business, clinical, and policymaking audiences.
4. Students will engage and collaborate effectively with patients, providers, administrators, and community partners.
5. Students will evaluate the structure, financing, and regulatory environment of U.S. healthcare systems.
6. Students will analyze and apply business models, market forces, and competitive strategy across industries, including healthcare.
7. Students will apply statistical, financial, and economic tools to evaluate decisions in both business and healthcare organizations.
8. Students will use evidence-based frameworks and digital technologies (analytics, informatics, AI) to solve operational and strategic challenges.
9. Students will demonstrate financial decision-making across business and healthcare settings.
10. Students will evaluate and improve operational processes, quality, safety, and service performance.

The proposed implementation date is fall 2027.

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

resources, standards, and costs. New five-year costs are estimated to be $2,684,555, and estimated five-year funding is $2,817,233.

I. NEED

A. Employment Opportunities

The job market for health administration careers in Texas is experiencing strong demand and significant growth. This trend is driven by factors such as the state's expanding population, a large and aging baby boomer demographic, and the growth of healthcare facilities. The healthcare sector is one of the most dynamic and rapidly growing fields in Texas, accounting for more than 15% of the state's annual employment growth. The job market for health administration careers in rural Texas is defined by a high demand for professionals who can address complex, systemic challenges. While the overall demand for healthcare professionals is strong across the state, rural areas face unique issues, making the administrative role especially critical. The demand for Medical and Health Services Managers is very strong nationally. The Bureau of Labor Statistics projects significant growth in employment in this field over the next decade of 23%. The demand in Texas for Medical and Health Services Managers is even stronger, particularly in rural areas. Between 2022 and 2032, there is a projected 40% growth in positions within the state. This represents an increase of 19,759 position, an amount far exceeding the number of MHA graduates currently being produced in Texas.

B. Projected Enrollment

It is anticipated that the program will begin with a cohort of 10 students in the first year. The program will have a projected cumulative headcount of 10 students in year one, 12 students in year two, 16 students in year three, 18 students in year four, and 22 students in year five. As part of student support, the program has budgeted $10,000 for scholarships ($2,000 annually over the first five years of the program).

C. Existing State Programs

Thirteen public Texas universities offer a master's program in healthcare administration with the CIP code 51.0701.00. They are East Texas A&M University, Midwestern State University, Sam Houston State University, Texas A&M University, Texas Southern University, Texas State University, Texas Woman's University, the University of Texas at Arlington, the University of Texas at Dallas, the University of Houston, the University of Houston-Clear Lake, the University of North Texas, and West Texas A&M University. Midwestern State University, the University of Texas at Dallas, and the University of Houston-Clear Lake each offer two master's programs under this same CIP code. These universities are not within 100 miles of Tarleton's Stephenville campus.

II. QUALITY & RESOURCES

A. Faculty

Ten existing faculty will teach in the program. One assistant professor faculty will be hired in year three of the program.

B. Program Administration

No new support staff or services are needed.

C. Other Personnel

No new personnel are needed.

D. Supplies, Materials

No new supplies and materials are needed.

E. Library

No new library resources are needed.

F. Equipment, Facilities

Existing equipment and facilities are sufficient to support the new program. No additional equipment or facilities are needed.

G. Accreditation

The program will seek accreditation from both the Association to Advance Collegiate Schools of Business and the Commission on Accreditation of Healthcare Management Education.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$2,674,555		Formula Income	$150,491
Program Administration	$0		Statutory Tuition	$102,000
Library Resources	$0		Faculty Reallocation	$1,780,515
Supplies & Materials	$0		Designated Tuition	$298,725
Other Student Scholarships	$10,000		Other Funding:	
Clinical Education	$0		Board Authorized Tuition	$102,000
Accreditation	$0		Required Student Fees	$383,502
Estimated 5-Year Costs	$2,684,555		**Estimated 5-Year Revenues**	$2,817,233

Agenda Item No. 8.14

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nurse Anesthesia and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of a new degree program at Tarleton State University (Tarleton) leading to a Doctor of Nursing Practice (DNP) with a Major in Nurse Anesthesia, 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 Doctor of Nursing Practice (DNP) in Nurse Anesthesia program is an 89-semester credit hour program that will provide students with an integrated course of study that will provide strong comprehension and application in the field of nurse anesthesia. The program will incorporate regular and intentional interprofessional education and collaborative practice opportunities, consistent with national best practices and accreditation standards. This program will be offered in person at the Texas A&M Fort Worth campus. Students will engage in shared learning experiences with Tarleton students in Medical Laboratory Sciences, Biotechnology, and Biomedical Sciences, as well as with community and healthcare partners. In addition, the program and its students will participate in interprofessional collaboration with the Texas A&M Irma Lerma Rangel College of Pharmacy and the Texas A&M Law School, expanding exposure to medication safety, health policy, regulatory, and legal dimensions of practice. Collectively, these experiences will foster interdisciplinary communication, systems-based thinking, ethical and regulatory awareness, and team-based competencies essential for safe, high quality anesthesia care across diverse clinical environments.

A&M System Funding or Other Financial Implications:

The estimated new costs over the first five years are $9,342,415, and the estimated five-year funding is $9,576,173.

Strategic Plan Imperative(s) this Item Advances:

The proposed DNP 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. 8.14

TARLETON STATE UNIVERSITY
Office of the President
May 7, 2026

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

Subject: Approval of a New Doctor of Nursing Practice Degree Program with a Major in Nurse Anesthesia and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Doctor of Nursing Practice Degree Program with a Major in Nurse Anesthesia.**
>
> **The Board also authorizes submission of Tarleton State University's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met."**

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

Tarleton State University

Doctor of Nursing Practice
with a major in Nurse Anesthesia
(CIP 51.3804.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Nursing

The proposed Doctor of Nursing Practice in Nurse Anesthesia is an 89-semester credit hour program designed to address a well-documented and accelerating shortage in the anesthesia workforce that threatens access to essential healthcare services across Texas, particularly in rural and medically underserved communities. Rural hospitals are disproportionately affected by anesthesia workforce shortages, which frequently result in delayed or canceled surgical procedures, reduced obstetric services, and increased transfers of patients to distant facilities for care. These disruptions undermine continuity of care, increase healthcare costs, and exacerbate existing health disparities in regions with already limited healthcare infrastructure.

Certified Registered Nurse Anesthetists (CRNAs) play a critical role in sustaining access to anesthesia services in these settings. National data indicate that CRNAs provide most of the anesthesia care in rural counties and that more than half of rural hospitals rely exclusively on CRNA-only anesthesia care models to support surgical services, obstetrics, emergency procedures, and trauma stabilization.

The U.S. Bureau of Labor Statistics (BLS) projects that employment for Nurse Anesthetists will grow nationally by 9% from 2024 to 2034. The Texas Workforce Commission (TWC) identifies Nurse Anesthetists as a high-growth, high-wage occupation with strong replacement demand driven by retirements and population growth. TWC projects employment for Nurse Anesthetists to grow by 19.5% in Texas between 2022 and 2032, far exceeding the 13.8% growth expected for all occupations in the state.

Educational objectives:

1. Program graduates will deliver safe, evidence-based anesthesia care across varying populations and settings
2. Program graduates will demonstrate advanced clinical judgment and decision-making in complex situations
3. Program graduates will evaluate outcomes of evidence-based research and design appropriate interventions for specialized areas of advanced nursing practice to improve the health of individuals, aggregates, and populations.
4. Program graduates will apply advanced concepts of leadership to influence policy, health systems, and consumerism to affect population health service improvement.
5. Program graduates will integrate awareness of global health concerns to improve health outcomes.
6. Program graduates will initiate resolutions to ethical dilemmas arising from system of organizational conflict.

7. Program graduates will synthesize nursing research and integration of best practice for change in professional practice based on scientific underpinnings for evidence-based practice.
8. Program graduates will design comprehensive care for complex patients across the lifespan utilizing evidenced based methods.
9. Program graduates will be eligible for certification as a Certified Registered Nurse Anesthetist and licensure as a Licensed Advanced Practice Registered Nurse.

The proposed implementation date is fall 2028.

Tarleton State University (Tarleton) certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs. New costs during the first five years are estimated at $9,342,415.

I. NEED

A. Employment Opportunities

The U.S. Bureau of Labor Statistics (BLS) projects that employment for Nurse Anesthetists will grow by 9% from 2024 to 2034. This translates to an increase from 53,800 jobs in 2024 to a projected 58,500 in 2034. Texas Workforce Commission (TWC) / Texas Labor Market Information (LMI) identify Nurse Anesthetists (SOC 29 1151) as a high growth, high wage occupation with strong replacement demand driven by retirements and population growth. The demand in Texas is particularly high. Employment for nurse anesthetists is projected to grow by 19.5% between 2022 and 2032 far exceeding the 13.8% growth expected for all occupations in the state. This demand translates to an estimated 302 annual job openings in Texas.

B. Projected Enrollment

Enrollment projections were based on an analysis of existing facilities, faculty, and clinical partnerships. It is anticipated that this program will begin with a cohort of 12 students in year one of the program. The program will have a projected cumulative headcount of 12 students in year one, 27 students in year two, 46 students in year three, 53 students in year four, and 56 students in year five. As part of student support, the program has budgeted $50,000 for scholarships ($10,000 annually over the first five years of the program).

C. Existing State Programs

Eight universities and institutions in Texas offer Doctor of Nursing Practice Nurse Anesthesia programs with the CIP code 51.3804.00. These institutions are Baylor University, Texas Christian University, Texas Wesleyan University, University of Texas at Tyler, Baylor College of Medicine, University of Texas Health Science Center at Houston, University of Texas Health Science Center at San Antonio, and University of Texas Medical Branch at Galveston. Both Texas Wesleyan University and Texas Christian University are within 100 miles of the Texas A&M-Fort Worth location of the proposed program.

THECB Accountability System data shows that statewide in 2025 there were 46 doctoral graduates under the 51.3804.00 Nurse Anesthetist CIP code. Over the past four years Texas institutions have averaged 44 graduates each year. In contrast, the Texas Workforce Commission projects that between now and 2033 there will be approximately 170 new Certified Registered Nurse Anesthetist positions per year in Texas due to growth alone. Additional positions will also become available due to retirements, turnover, or unfilled legacy vacancies. This divergence between projected employment growth and the number of qualified program graduates indicates a persistent supply demand imbalance, reinforcing the need for Tarleton's proposed Doctor of Nursing Practice degree.

II. QUALITY & RESOURCES

A. Faculty

Six existing faculty will teach in this program. One program director and one assistant program director will be hired before the implementation of the program. Two associate professors will be hired before the implementation of the program. One clinical professor will be hired in year one of the program, and two adjuncts will be hired in year two of the program.

B. Program Administration

One program specialist will be hired in year one of the program, to coordinate academic and administrative operations.

C. Other Personnel

One advising and admissions coordinator, one simulation operator, and one clinical placement coordinator will be hired in year one of this program.

In addition, the category "Other-Clinical Education" will cost a total of $451,000 over the first five years of the program. This represents the costs of preceptors and clinical support travel.

D. Supplies, Materials

Supplies and materials will cost a total of $411,221 over the first five years of the program. This will consist of a small amount of standard office supplies necessary to run the program. This amount is mainly for equipment maintenance, lab consumable supplies, faculty development, student orientation, and consultant fees.

E. Library

Library resources will cost a total of $79,637 over the first five years of the program.

F. Equipment, Facilities

Instructional and simulation activities for the program will be housed in the Texas A&M-Fort Worth Law and Education Building, located in downtown Fort Worth near the medical

district. Available beginning August 2026, this seventh-floor space has been purpose-built to support nurse anesthesia education. Facilities include a fully equipped simulated operating room, maternal-child delivery room, high-fidelity simulation laboratories with control and debriefing rooms, classrooms, a nurses' station, faculty offices, and dedicated student study areas.

G. Accreditation

This program will seek accreditation from the Council on Accreditation of Nurse Anesthesia Educational Programs. Total accreditation costs for the first five years of the program are $83,364.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$6,666,489		Formula Income	$1,174,438
Program Administration	$1,600,704		Statutory Tuition	$201,300
Library Resources	$79,637		Rural Health Exceptional Items	$3,000,000
Supplies & Materials	$411,221		Designated Tuition	$2,971,432
Other Student Scholarships	$50,000		Other Funding:	
Clinical Education	$451,000		Board Authorized Tuition	$201,300
Accreditation	$83,364		Required Student Fees	$2,027,704
Estimated 5-Year Costs	$9,342,415		**Estimated 5-Year Revenues**	$9,576,174

Agenda Item No. 8.15

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 Cybersecurity 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 Cybersecurity**,** 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 Cybersecurity. The proposed program is distinct from existing programs by offering a fully security-focused, hands-on curriculum that integrates cyber labs, real-world simulations, and certification alignment throughout, rather than as a limited concentration. The proposed program combines technical, managerial, and legal aspects while emphasizing workforce readiness aligned with industry frameworks.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the BS in Cybersecurity. The proposed program will utilize two core faculty and three support faculty members. The proposed program expects to hire one additional core faculty member in year one and another additional core faculty member 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 Cybersecurity 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. 8.15

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
April 23, 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 Cybersecurity 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 Cybersecurity.**
>
> **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]

Tracy Foster
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 Cybersecurity
(CIP 11.1003.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Engineering and Computing, Division of Computing

The Bachelor of Science (BS) degree with a major in Cybersecurity prepares students to survive and thrive in today's Information Technology world while ensuring the security of modern technological systems. The program combines technical, managerial, and legal aspects while emphasizing workforce readiness aligned with industry frameworks. Compared to peer programs, it uniquely balances theory and applied learning within a cohesive structure.

The proposed program's educational objectives include:

1. Graduates will apply information systems tools, data management techniques, analytics, and emerging technologies to design, implement, and secure business processes.

2. Graduates will analyze intrusion detection data, interpret it, and evaluate alternative solutions to support evidence-based, ethical, and strategic decision-making.

3. Graduates will communicate effectively, work collaboratively in teams, and demonstrate ethical and professional behavior in managing and delivering technology-enabled business solutions.

The proposed degree program is comprised of 120 semester credit hours, and students may select from two concentration options in Network Defense and Digital Forensics.

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 are estimated to be $1,430,000.

I. NEED

A. Employment Opportunities

The employment opportunities for graduates with a BS in Cybersecurity include positions as an Information Security Analyst. This field is growing nationally at 29%. In Texas, this field is growing at 47.9% with average annual openings of 1,760 positions.

B. Existing State Programs

Twelve public universities in Texas offer a bachelor's degree in Cybersecurity. However, the number of graduated students across the state of 600 in 2025, or 25-34% of the openings, does not satisfy the projected average annual openings (1,760) for this field.

Degree Title & Designation	**University**	**CIP Code**	**Graduation Year 2024**	**Graduation Year 2025**
Cybersecurity, B.S.	Angelo State University	11.1003.00	5	10
Cybersecurity, B.S.	East Texas A&M University	11.1003.00	1	4
Cybersecurity, B.S.	Lamar University	43.0404.00	N/A	N/A
Cybersecurity, B.S.	Sam Houston State University	11.1003.00	20	25
Cybersecurity, B.S.	Tarleton State University	11.1003.00	N/A	7
Cybersecurity, B.S.	Texas A&M University-San Antonio	11.1003.00	1	6
Cybersecurity and Risk Management, B.S.	University of Texas at Dallas	11.1003.00	N/A	N/A
Cybersecurity Technology and Policy, B.S.				
Cybersecurity, B.S.	University of Texas at San Antonio	11.1003.00	394	487
Cybersecurity, B.S.	University of Texas Rio Grande Valley	11.1003.00	11	39
Cybersecurity, B.S.	University of Houston – Downtown	11.1003.00	N/A	N/A
Cybersecurity, B.S.	University of North Texas	11.1003.00	22	22
		Total Graduated Students	454	600

II. QUALITY & RESOURCES

A. Faculty

The proposed program will utilize two existing core faculty and three support faculty. The program expects to hire two additional core faculty. The estimated cost of new faculty is $130,000 for year one and $260,000 for years two through five for a total of $1,170,000.

Existing Faculty

Name	Department	Highest Degree Awarded & Year	Highest Degree Awarding Institution	Expected % Time
Dr. Bo Guo	ISCT	Ph.D., Information Technology, 2017	University of Nebraska-Omaha	100%
Dr. Elika H.A. Bozorgi	ISCT	Ph.D., Computer Science, 2025	University of Georgia	100%
Dr. Lakshmi Sukrutha Tirumala Vangipuram	ISCT	Ph.D., Computer Science and Engineering, 2024	University of North Texas	20%
*Dr. Vikram Bhadauria	ISCT	Ph.D., Business Administration with a Concentration in Information System, 2009	The University of Texas at Arlington	10%
Dr. Yusun Jung	ISCT	Ph.D., Management with an Emphasis in Information Systems, 2012	Case Western Reserve University	10%

Expected Faculty New Hires

Anticipated Date of Hire	Required Degree	Hiring Rank (e.g. Associate Professor)	Expected % Time
2026	Ph.D. in Cyber Security, Data Analytics, AI & ML, Computer Science, or a similar field	Assistant Professor (tenure track)	100%
2027	Ph.D. in Cyber Security, Data Analytics, AI & ML, Computer Science, or a similar area	Assistant Professor (tenure track)	100%

B. Program Administration

One Administrative Assistant is required for this degree program. This will be a shared position within the Division of Computing. The estimated portion of the salary paid for this position is $52,000 a year for a total of $260,000 for five years.

C. Other Personnel

No other personnel will be required for the proposed program.

D. Supplies, Materials

No supplies or materials will be required for the proposed program.

E. Library

No library expenses will be required for the proposed program.

F. Equipment, Facilities

No equipment or facilities will be required for the proposed program.

G. Accreditation

No accreditation will be sought for the proposed program.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			**SOURCES OF FUNDING**	
Faculty	$1,170,000		Formula Income	$1,603,218
Program Administration	$260,000		Statutory Tuition	$872,920
Graduate Assistants			Reallocation	
Supplies & Materials			Designated Tuition	$2,701,964
Library & IT Resources			Other Funding:	
Equipment, Facilities				
Other				
Estimated 5-Year Costs	**$1,430,000**		**Estimated 5-Year Revenues**	**$5,178,102.**

Agenda Item No. 8.16

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Master of Public Health 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-Texarkana (A&M-Texarkana) leading to a Master of Public Health (MPH) 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:

A&M-Texarkana is seeking approval to offer an MPH degree in Public Health. The proposed program prepares students to become effective leaders in improving population health and advancing health equity. The curriculum emphasizes foundational knowledge in epidemiology, biostatistics, environmental health, social and behavioral sciences, and health systems management. Students develop skills in leadership, policy analysis, data management, and evidence-based practice to design, implement, and evaluate public health programs.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the MPH in Public Health. The proposed program will utilize one existing core faculty member and two existing support faculty members. No additional program costs are expected.

Strategic Plan Imperative(s) this Item Advances:

The proposed MPH 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. 8.16

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
April 23, 2026

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

Subject: Approval of a New Master of Public Health 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-Texarkana leading to a Master of Public Health in Public Health.**
>
> **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]
Tracy Foster
Executive Vice Chancellor

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

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

Master of Public Health
with a major in Public Health
(CIP 51.2201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Nursing, Health, and Human Services; Division of Health Professions

The Master of Public Health (MPH) degree with a major in Public Health program prepares students to become effective leaders in improving population health and advancing health equity. The curriculum emphasizes foundational knowledge in epidemiology, biostatistics, environmental health, social and behavioral sciences, and health systems management. Students develop skills in leadership, policy analysis, data management, and evidence-based practice to design, implement, and evaluate public health programs. Through applied learning and field experience, graduates are equipped to address complex health challenges and promote sustainable solutions that improve health outcomes in local and global communities.

The educational objectives of the proposed program include:

1. Apply leadership, organizational, and systems theories to develop, implement, and evaluate effective public health programs and interventions.
2. Apply epidemiological principles, biostatistics, and evidence-based research methods to interpret public health data, assess population needs, and inform decision-making.
3. Design and evaluate strategies that address the social, behavioral, cultural, environmental, and economic determinants of health to improve health outcomes and advance health equity in diverse communities.
4. Incorporate legal, ethical, regulatory, and financial frameworks in the planning, management, and delivery of healthcare to ensure ethical standards, compliance, and long-term organizational sustainability.
5. Demonstrate professionalism, cultural competence, ethical responsibility, and effective communication skills in public health practice, including teamwork, fieldwork, and capstone experiences.

The proposed program is comprised of 42 semester credit hours and will be offered on-campus and through distance education, including hybrid and 100% online modalities.

The proposed implementation date is fall 2028.

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. No new costs are anticipated during the first five years of the program.

I. NEED

A. Employment Opportunities

Students graduating with the MPH can serve as Epidemiologists, Health Education Specialists, and Emergency Management Directors. Nationally, these fields are expected to grow faster than average, at 16%, 4%, and 3%, respectively. In Texas, the growth is 14% (Emergency Management Directors), 26% (Epidemiologists), and 15.8% (Health Education Specialists). The hourly pay ranges from $30-$41 per hour, resulting in a median salary between $63,000-$86,000 as derived from the US Bureau of Labor Statistics.

B. Projected Enrollment

The proposed program projected enrollment includes full-time and part-time in-state, out-of-state, and out-of-country students. The program will begin with an estimated 10 students in year one, with a moderate increase of new students in the subsequent years. The proposed program will operate with small cohort enrollments of new students each year that align with the moderate grown of the employment fields.

Projected Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	3	5	7	9	11
Out-of-state	2	2	4	6	6
Out-of-country	1	2	3	3	3
Part-Time					
In-state	2	3	5	7	9
Out-of-state	2	2	3	3	5
Out-of-country	0	0	0	0	0
Total New Students	**10**	**14**	**22**	**28**	**34**

C. Existing State Programs

Currently, 10 Texas universities offer master's degree programs with a major in Public Health. The numbers of graduating students in the last two years are 138 and 123, respectively. With the expected growth in average annual openings, the number of graduating students is insufficient to meet the workforce needs for this field.

Degree	Institution	CIP Code	Graduation Year 2024	Graduation Year 2025
Master's, Public Health	Angelo State University	51.2201.00	5	8
Master's, Public Health	East Texas A&M University	51.2201.00	4	8
Master's, Public Health	Lamar University	51.2201.00	78	62
Master's, Public Health	Sam Houston State University	51.2201.00	16	18
Master's, Public Health	Texas A&M University-Corpus Christi	51.2201.00	N/A	N/A
Master's, Public Health	Texas State University	51.2201.00	N/A	N/A

Master's, Public Health	Texas Woman's University	51.2201.00	4	6
Master's, Public Health	University of Texas at Arlington	51.2202.00	23	14
Master's, Public Health	University of Texas at El Paso	51.2201.00	8	7
Master's, Public Health	University of Texas at Tyler	51.2201.00	N/A	N/A
		Total by Year	**138**	**123**

II. QUALITY & RESOURCES

A. Faculty

The proposed program is currently comprised of one core faculty member and two support faculty members.

B. Program Administration

No program administration costs are expected.

C. Other Personnel

No other personnel costs are expected.

D. Supplies, Materials

No supplies and materials costs are expected.

E. Library

No library costs are expected.

F. Equipment, Facilities

No equipment and facilities costs are expected.

G. Accreditation

No accreditation costs are expected.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$0		Formula Income	$461,791
Program Administration	$0		Statutory Tuition	$249,942
Graduate Assistants	$0		Reallocation	$ 0
Supplies & Materials	$0		Designated Tuition	$675,163
Library & IT Resources	$0		Other Funding:	$ 0
Equipment, Facilities	$0		List other funding	$ 0
Other	$0			
Estimated 5-Year Costs	**$0**		**Estimated 5-Year Revenues**	**$1,386,896**

Agenda Item No. 8.17

AGENDA ITEM BRIEFING

Submitted by: Christian E. Hardigree, President
Texas A&M University-Victoria

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Civil 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-Victoria (A&M-Victoria) leading to a Bachelor of Science (BS) in Civil 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-Victoria is seeking approval to offer a BS degree in Civil Engineering. The proposed program will focus on the design, planning, construction, and evaluation of new and existing infrastructure. The program will prepare students for future employment and/or licensure as engineers, innovators, and decision-makers who can apply their knowledge in areas of structural, transportation, geotechnical, and water resource engineering. This degree program will prepare students for civil engineering careers in the Coastal Bend region of Texas and throughout Texas.

The proposed program will consist of 129 semester credit hours of undergraduate coursework. Except for one course in the fourth semester, the first two years of the degree program are the same as the first two years of the proposed mechanical engineering degree program. The curriculum is intended to develop the student's conceptual and engineering competence, which will include developing analytical skills, critical thinking and critical questioning skills, and communication skills. Finally, the curriculum prepares students for eventual licensure as professional engineers.

A&M System Funding or Other Financial Implications:

Appropriated funds will be used to initiate the BS in Civil Engineering. Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. This individual will teach the courses in the first two years of the curriculum. An additional faculty member will be hired in the second year, and a third faculty member will be hired in the third year. These faculty, with the expected teaching loads at A&M-Victoria will be able to support the academic program.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Civil Engineering aligns with The Texas A&M University System strategic plan imperatives 1 and 3 by expanding educational opportunities and creating an accessible pathway for qualified students to pursue careers in engineering, while preparing students for long-term careers in a fast-growing, high demand field.

Agenda Item No. 8.17

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
May 14, 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 Civil 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-Victoria leading to a Bachelor of Science in Civil Engineering.**
>
> **The Board also authorizes submission of Texas A&M University-Victoria'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]

Christian E. Hardigree,
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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-Victoria

Bachelor of Science
with a major in Civil Engineering
(CIP 14.0801.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Natural and Applied Science

The proposed BS in civil engineering degree program will focus on design, planning, construction, and evaluation of new and existing infrastructure. Students will be prepared for future employment and licensure as engineers who can apply their knowledge in areas of structural, transportation, geotechnical, and water resource engineering. This degree program will prepare students for civil engineering careers in the Coastal Bend region of Texas and throughout Texas.

As required for ABET accreditation, the program will have documented student outcomes that support the program's educational objectives. Attainment of these outcomes prepares graduates to enter the professional practice of engineering.

Student outcomes include:

1) An ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics;
2) An ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors;
3) An ability to communicate effectively with a range of audiences;
4) An ability to recognize ethical and professional responsibilities in engineering situations and make informed judgments, which must consider the impact of engineering solutions in global, economic, environmental, and societal contexts;
5) An ability to function effectively in a team whose members together provide leadership, create a collaborative environment, establish goals, plan tasks, and meet objectives;
6) An ability to develop and conduct appropriate experimentation, analyze and interpret data, and use engineering judgment to draw conclusions; and
7) An ability to acquire and apply new knowledge as needed, using appropriate learning strategies.

The proposed degree program consists of 129 semester credit hours of undergraduate coursework and is consistent with accreditation criteria.

The proposed implementation date is fall 2027.

A&M-Victoria 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

According to the U.S. Bureau of Labor Statistics, Civil Engineers, as of 2024, had a median annual salary of $99,590, approximately $47.88 per hour. Typically, those entering this profession are required to have a bachelor's degree, with no necessity for prior work experience in a related occupation or specific on-the-job training. The field employed about 368,900 individuals in 2024. Looking ahead, the job outlook for 2024 through 2034 is promising, with a projected growth of 5%, faster than the average for all occupations. This growth is expected to result in about 18,500 new job opportunities in the civil engineering sector over this decade. The state is projected to see a 5% increase in employment for civil engineers from 2024 through 2034.

B. Projected Enrollment

Presented in Table 1 are enrollment projections of six new students in year one and increasing to an enrollment of 81 new students in year five.

Table 1. Projected Five-Year Enrollments

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-time					
In-State	6	16	30	48	67
Out-of-State		4	8	11	14
Out-of-Country					
Part-time					
In-State					
Out-of-State					
Out-of-Country					
Total New Students	6	12	18	25	30

C. Existing State Programs

Presented in Table 2 are the public and private civil engineering degree programs offered in Texas. They are distributed geographically across Texas; only one is in the Coastal Bend region, and none are in the Crossroads region.

Table 2. Graduates of Existing Texas Programs

Degree Title & Designation	University	CIP Code	2023	2024
B.S. in Civil Engineering	Angelo State University	14.0801.00	14	10
B.S. in Civil Engineering	Lamar University	14.0801.00	21	18
B.S. in Civil Engineering	Prairie View A&M Univ.	14.0801.00	13	9
B.S. in Civil Engineering	Tarleton State University	14.0801.00	14	11
B.S. in Civil Engineering	Texas A&M University	14.0801.00	250	231

B.S. in Civil Engineering	Texas A&M-Corpus Christi	14.0801.00	1	6
B.S. in Civil Engineering	Texas A&M-Kingsville	14.0801.00	70	48
B.S. in Civil Engineering	Texas Southern University	14.0801.00	26	15
B.S. in Civil Engineering	Texas State University	14.0801.00	31	44
B.S. in Civil Engineering	Texas Tech University	14.0801.00	116	107
B.S. in Civil Engineering	Univ. of Texas at Arlington	14.0801.00	91	120
B.S. in Civil Engineering	University of Texas at Austin	14.0801.00	141	127
B.S. in Civil Engineering	University of Texas at El Paso	14.0801.00	79	84
B.S. in Civil Engineering	Univ. of Texas at San Antonio	14.0801.00	69	93
B.S. in Civil Engineering	Univ. of Texas at Tyler	14.0801.00	42	43
B.S. in Civil Engineering	The University of Texas RGV	14.0801.00	70	106
B.S. in Civil Engineering	University of Houston	14.0801.00	75	94
B.S. in Civil Engineering	West Texas A&M University	14.0801.00	9	14

II. QUALITY & RESOURCES

A. Faculty

Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. This individual will be able to teach the courses in the first two years of the engineering curricula. An additional civil engineering faculty member will be hired in the second year, and a third faculty member will be hired in the third year. These faculty, with the expected teaching loads at A&M-Victoria, will be able to support the civil engineering program.

B. Program Administration

The degree program will be administered through the existing College of Natural and Applied Science. No additional administrative costs in the first five years are anticipated.

C. Other Personnel

No new personnel are needed.

D. Supplies, Materials

Supplies and materials are estimated to be $10,000 annually.

E. Library

Library and Instructional Technology costs are estimated at $5,000 per year. This cost is related to the addition of databases required for the civil engineering program.

F. Equipment, Facilities

All but one of the needed civil engineering teaching laboratories will be shared with the mechanical engineering degree program. Only one additional laboratory, a construction materials laboratory, will be required. Renovation and equipment costs for this laboratory are estimated to be $1,114,000 and $110,000, respectively. The actual renovation cost will depend on the location of the laboratory. In addition, surveying equipment will have to be purchased and can be placed in any existing laboratory. The cost is estimated to be $75,000.

G. Accreditation

The program will seek accreditation by the Engineering Accreditation Commission of ABET, under the commission's General Criteria and Program Criteria for Civil Engineering at the earliest opportunity.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$1,270,560		Formula Income	$285,346
Program Administration	$0		Statutory Tuition	$772,200
Graduate Assistants	$0		Reallocation	($157,800)
Supplies & Materials	$50,000		Designated Tuition	$997,193
Library Resources	$25,000		Other Funding:	
Facilities	$1,114,000		Transition Funds	$1,299,000
Equipment	$185,000			
Estimated 5-Year Costs	**$2,644,560**		**Estimated 5-Year Revenues**	**$3,195,939**

Agenda Item No. 8.18

AGENDA ITEM BRIEFING

Submitted by: Christian E. Hardigree, President
Texas A&M University-Victoria

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Mechanical 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-Victoria (A&M Victoria) leading to a Bachelor of Science (BS) in Mechanical 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-Victoria is seeking approval to offer a BS degree in Mechanical Engineering. The proposed program will focus on the design, planning, construction, and evaluation of new and existing infrastructure. The program will prepare students for future employment and licensure as engineers, innovators, and decision-makers who can apply their knowledge in areas of manufacturing thermal-fluid systems and automated manufacturing. This degree program will prepare students for mechanical engineering careers in the Coastal Bend region of Texas and throughout Texas.

The proposed program will consist of 128 semester credit hours of undergraduate coursework. Except for one course in the fourth semester, the first two years of the degree program are the same as the first two years of the proposed civil engineering degree program. The curriculum is intended to develop the student's conceptual and engineering competence, which will include developing analytical skills, critical thinking and critical questioning skills, and communication skills. Finally, the curriculum prepares students for eventual licensure as professional engineers.

A&M System Funding or Other Financial Implications:

Appropriated funds will be used to initiate the BS in Mechanical Engineering. Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. This individual will teach the courses in the first two years of the curriculum. An additional faculty member will be hired in the second year, and a third faculty member will be hired in the third year. These faculty, with the expected teaching loads at A&M-Victoria, will be able to support the academic program.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Mechanical Engineering aligns with The Texas A&M University System strategic plan imperatives 1 and 3 by expanding educational opportunities and creating an accessible pathway for qualified students to pursue careers in engineering, while preparing students for long-term careers in a fast-growing, high-demand field.

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
May 14, 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 Mechanical 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-Victoria leading to a Bachelor of Science in Mechanical Engineering.

The Board also authorizes submission of Texas A&M University-Victoria'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]

Christian E. Hardigree,
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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-Victoria

Bachelor of Science
with a major in Mechanical
Engineering (CIP 14.1901.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Natural and Applied Science

The proposed program will focus on manufacturing thermal-fluid systems and automated manufacturing. Students will be prepared for future employment and licensure as engineers who can apply their knowledge in these areas at industrial plants and with consulting engineering. This degree program will prepare students for mechanical engineering careers in the Coastal Bend region of Texas and throughout the state.

As required for ABET accreditation, the program will have documented student outcomes that support the program's educational objectives. Attainment of these outcomes prepares graduates to enter the professional practice of engineering.

Student outcomes are:

1) An ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics;

2) An ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors;

3) An ability to communicate effectively with a range of audiences;

4) An ability to recognize ethical and professional responsibilities in engineering situations and make informed judgments, which must consider the impact of engineering solutions in global, economic, environmental, and societal contexts;

5) An ability to function effectively in a team whose members together provide leadership, create a collaborative environment, establish goals, plan tasks, and meet objectives;

6) An ability to develop and conduct appropriate experimentation, analyze and interpret data, and use engineering judgment to draw conclusions; and

7) An ability to acquire and apply new knowledge as needed, using appropriate learning strategies.

The proposed degree program consists of 128 semester credit hours of undergraduate coursework and is consistent with accreditation criteria. Except for one course in the fourth semester, the first two years of the degree program are the same as the first two years of the proposed civil engineering degree program. The curriculum is intended to develop the student's conceptual and engineering competence, which includes developing analytical skills, critical thinking and critical

questioning skills, and communication skills. Finally, the curriculum prepares students for eventual licensure as professional engineers.

The proposed implementation date is fall 2027.

Texas A&M University-Victoria 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

According to the U.S. Bureau of Labor Statistics Mechanical Engineers, as of 2024, had a median annual salary of $102,320, approximately $49.20 per hour. Typically, those entering this profession are required to have a bachelor's degree, with no necessity for prior work experience in a related occupation or specific on-the-job training. The field employed about 293,100 individuals in 2024. Looking ahead, the job outlook for 2024 through 2034 is promising, with a projected growth of 9%, faster than the average for all occupations. This growth is expected to result in about 26,500 new job opportunities in the mechanical engineering sector over the decade.

In Texas, the growth rate is about the same from 2024 to 2034, 9 to 11%, with about 32,100 job openings. The median annual salary in Texas for mechanical engineers is $119,348. This substantial growth rate suggests that Texas may be experiencing more substantial investment in mechanical projects than the national average.

B. Projected Enrollment

Presented in Table 1 are enrollment projections for eight new students in year one and increasing to an enrollment of 88 students in year five.

Table 1. Projected Five-Year Enrollments

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
In-state	8	20	36	55	74
Out-of-state	--	5	8	11	14
Out-of-country	--	--	--	--	--
Part-Time					
In-state	--	--	--	--	--
Out-of-state	--	--	--	--	--
Out-of-country	--	--	--	--	--
Total New Students	8	15	22	28	35

C. Existing State Programs

Presented in Table 2 are the public and private mechanical engineering degree programs offered in Texas. They are distributed geographically across Texas; only one is in the Coastal Bend region, and none are in the Crossroads region.

Table 2. Graduates of Existing Texas Programs

Degree Title & Designation	University	CIP Code	2023	2024
B.S. in Mechanical Engr.	Angelo State University	14.1901.00	15	17
B.S. in Mechanical Engr.	Lamar University	14.1901.00	51	51
B.S. in Mechanical Engr.	Midwestern State University	14.1901.00	26	31
B.S. in Mechanical Engr.	Prairie View A&M University	14.1901.00	43	47
B.S. in Mechanical Engr.	Stephen F. Austin State Univ.	14.1901.00	--	5
B.S. in Mechanical Engr.	Tarleton State University	14.1901.00	30	34
B.S. in Mechanical Engr.	Texas A&M University	14.1901.00	454	477
B.S. in Mechanical Engr.	Texas A&M-Corpus Christi	14.1901.00	54	35
B.S. in Mechanical Engr.	Texas A&M-Kingsville	14.1901.00	64	33
B.S. in Mechanical Engr.	Texas A&M -Texarkana	14.1901.00	7	10
B.S. in Mechanical Engr.	Texas Tech University	14.1901.00	253	293
B.S. in Mechanical Engr.	Univ. Texas at Arlington	14.1901.00	116	105
B.S. in Mechanical Engr.	University of Texas at Austin	14.1901.00	285	285
B.S. in Mechanical Engr.	University of Texas at Dallas	14.1901.00	251	152
B.S. in Mechanical Engr.	University of Texas at El Paso	14.1901.00	155	155
B.S. in Mechanical Engr.	Univ. of Texas at San Antonio	14.1901.00	153	130
B.S. in Mechanical Engr.	University of Texas at Tyler	14.1901.00	57	58
B.S. in Mechanical Engr.	Univ. of Texas Permian Basin	14.1901.00	41	32
B.S. in Mechanical Engr.	Univ. of Texas RGV	14.1901.00	128	153
B.S. in Mechanical Engr.	University of Houston	14.1901.00	184	215
B.S. in Mechanical Engr.	Univ. of Houston-Clear Lake	14.1901.00	42	30
B.S. in Mech. & Energy Engr.	University of North Texas	14.1901.00	104	70
B.S. in Mechanical Engr.	West Texas A&M University	14.1901.00	32	42

II. QUALITY & RESOURCES

A. Faculty

Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. This individual will be able to teach the courses in the first two years of the engineering curricula. An additional mechanical engineering faculty member will be hired in the second year, and a third faculty member will be hired in the third year. These faculty, with the expected teaching loads at A&M-Victoria, will be able to support the mechanical engineering program.

B. Program Administration

The degree program will be administered through the existing College of Natural and Applied Science. No additional administrative costs in the first five years are anticipated.

C. Other Personnel

No additional personnel are anticipated in the first five years or until enrollments grow.

D. Supplies, Materials

Supplies and materials are estimated to be $10,000 annually.

E. Library

Library and Instructional Technology costs are estimated at $5,000 per year. This cost is related to the addition of databases required for the mechanical engineering program.

F. Equipment, Facilities

Three laboratories are needed to support the mechanical engineering program: Materials, Fluid/Thermal Systems, and Mechatronics/Robotics/Electronics. The first two will be shared with civil engineering. Renovation and equipment costs for these laboratories are estimated to be $3,420,000 and $1,250,000, respectively. The actual renovation cost will depend on the location of the laboratory.

G. Accreditation

The program will seek accreditation by the Engineering Accreditation Commission of ABET, under the commission's General Criteria and Program Criteria for Mechanical Engineering at the earliest opportunity.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$1,270,560		Formula Income	$539,145[1]
Program Administration	$0		Statutory Tuition	$825,300
Graduate Assistants	$0		Reallocation	($177,140)
Supplies & Materials	$50,000		Designated Tuition	$1,129,174
Library & IT Resources	$25,000		Other Funding:	
Facilities	$3,420,000		Transition Funds	$4,670,000
Equipment	$1,250,000			
Estimated 5-Year Costs	**$6,015,560**		**Estimated 5-Year Revenues**	**$ 6,986,479**

[1] Formula income was estimated conservatively using 2026-2027 weights for lower level undergraduate only

Agenda Item No. 8.19

AGENDA ITEM BRIEFING

Submitted by: Christian E. Hardigree, President
Texas A&M University-Victoria

Subject: Approval of a New Bachelor of Science Degree Program with a Major in Software 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-Victoria (A&M-Victoria) leading to a Bachelor of Science (BS) in Software 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-Victoria is seeking approval to offer a BS degree in Software Engineering. The proposed program will focus on controls, security, and automated manufacturing. The program will prepare students for future employment and licensure as engineers, innovators, and decision-makers who can apply their knowledge in these areas. in the Coastal Bend region of Texas and throughout Texas.

The proposed program will consist of 127 semester credit hours of undergraduate coursework. The degree program will draw from the existing computer science and cybersecurity degree programs, and the proposed mechanical engineering degree program, specifically in the area of mechatronics. The curriculum is intended to develop the student's conceptual and engineering competence, which will include developing analytical skills, critical thinking and critical questioning skills, and communication skills. Finally, the curriculum prepares students for eventual licensure as professional engineers.

A&M System Funding or Other Financial Implications:

Appropriated funds will be used to initiate the BS in Software Engineering. Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. An existing faculty opening in computer science will be augmented to include knowledge in the area of software engineering, and a new software engineer will be hired. These faculty, with the expected teaching loads at A&M-Victoria, will be able to support the academic program.

Strategic Plan Imperative(s) this Item Advances:

The proposed BS in Software Engineering aligns with The Texas A&M University System strategic plan imperatives 1 and 3 by expanding educational opportunities and creating an accessible pathway for qualified students to pursue careers in engineering, while preparing students for long-term careers in a fast-growing, high demand field.

Agenda Item No. 8.19

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
May 14, 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 Software 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-Victoria leading to a Bachelor of Science in Software Engineering.

The Board also authorizes submission of Texas A&M University-Victoria'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]

Christian E. Hardigree President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
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-Victoria

Bachelor of Science
with a major in Software Engineering
(CIP 14.0903.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Natural and Applied Science

The proposed program will focus on controls, security, and automated manufacturing. Graduates will be prepared for future employment and licensure as engineers who can apply their knowledge in these areas at industrial plants and with consulting engineering. This degree program will prepare students for software engineering careers in the Coastal Bend region of Texas, and throughout the state.
As required for ABET accreditation, the program will have documented student outcomes that support the program educational objectives. Attainment of these outcomes prepares graduates to enter the professional practice of engineering.
Student outcomes are:

1) An ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics;
2) An ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors;
3) An ability to communicate effectively with a range of audiences;
4) An ability to recognize ethical and professional responsibilities in engineering situations and make informed judgments, which must consider the impact of engineering solutions in global, economic, environmental, and societal contexts;
5) An ability to function effectively in a team whose members together provide leadership, create a collaborative environment, establish goals, plan tasks, and meet objectives;
6) An ability to develop and conduct appropriate experimentation, analyze and interpret data, and use engineering judgment to draw conclusions; and
7) An ability to acquire and apply new knowledge as needed, using appropriate learning strategies.

The degree program contains 127 semester credit hours and will draw from the existing computer science and cybersecurity degree programs, and the proposed mechanical engineering degree program, specifically in the area of mechatronics and control systems. The curriculum is intended to develop the student's conceptual and engineering competence, which includes developing analytical skills, critical thinking and critical questioning skills, and communication skills. Finally, the curriculum prepares students for eventual licensure as professional engineers.

The proposed implementation date is fall 2027.

Texas A&M University-Victoria 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, Software Engineers, as of 2024, had a median annual salary of $102,320, approximately $49.20 per hour. Typically, those entering this profession are required to have a bachelor's degree, with no necessity for prior work experience in a related occupation or specific on-the-job training. The field employed about 293,100 individuals in 2024. Looking ahead, the job outlook for 2024-2034 is promising, with a projected growth of 9%, faster than the average for all occupations. This growth is expected to result in about 26,500 new job opportunities in the software engineering sector over this decade.

In Texas, the growth rate is about the same from 2024 to 2034, 9 to 11 percent, with about 32,100 job openings. The median annual salary in Texas for software engineers is $119,348. This substantial growth rate suggests that Texas may be experiencing more substantial investment in software projects than the national average.

B. Projected Enrollment

Presented in Table 1 are enrollment projections of five new students in year one and increasing to an enrollment of 51 new students in year five.

Table 1. Projected Five-Year Enrollments

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	5	10	18	30	38
Out-of-state	--	3	7	10	13
Out-of-country	--	--	--	--	--
In-state	--	--	--	--	--
Out-of-state	--	--	--	--	--
Out-of-country	--	--	--	--	--
Total New Students	5	7	10	15	15

C. Existing State Programs

Presented in Table 2 are the public and private software engineering degree programs offered in Texas. They are distributed geographically across Texas; only one is in the Coastal Bend region, and none are in the Crossroads region.

Table 2. Graduates of Existing Texas Programs

Degree Title & Designation	University	CIP Code	2023	2024
BS in Software Engineering	Saint Mary's University	14.0903.00	ND	ND
BS in Software Engineering	Univ. Texas-Arlington	14.0903.00	52	55
BS in Software Engineering	Univ. Texas-Dallas	14.0903.00	115	117
BS Comp. Eng & Analytics.	Univ. of Houston	14.0903.00	--	--

II. QUALITY & RESOURCES

A. Faculty

Upon approval, an engineering program coordinator will be hired to oversee all proposed engineering degree programs. An existing faculty opening in computer science will be realigned to include knowledge in the area of software engineering. In the third year, a new software engineer will be hired. These faculty, with the expected teaching loads at A&M-Victoria, will be able to support the academic program.

B. Program Administration

The degree program will be administered through the existing College of Natural and Applied Science. No additional administrative costs in the first five years are anticipated.

C. Other Personnel

No additional personnel are anticipated in the first five years or until enrollments grow.

D. Supplies, Materials

Supplies and materials are estimated to be $5,000 annually.

E. Library

Library and Instructional Technology costs are estimated at $5,000 per year. This is related to the addition of databases required for the software engineering program.

F. Equipment, Facilities

No new facilities or equipment are expected to support this degree program. It will share the Mechatronics/Robotics/Circuits laboratory with the proposed mechanical engineering degree program.

G. Accreditation

The program will seek accreditation by the Engineering Accreditation Commission of ABET, under the commission's General Criteria and Program Criteria for Software Engineering at the earliest opportunity.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$686,129		Formula Income	$318,586[1]
Program Administration	$0		Statutory Tuition	$616,800
Graduate Assistants	$0		Reallocation	($107,100)
Supplies & Materials	$25,000		Designated Tuition	$655,019
Library & IT Resources	$25,000		Other Funding:	
Facilities	$0			
Equipment	$0			
Other	$0			
Estimated 5-Year Costs	$736,129		Estimated 5-Year Revenues	$ 1,483,305

[1] Formula income was estimated conservatively using 2026-2027 weights for lower level undergraduate only

Agenda Item No. 8.20

AGENDA ITEM BRIEFING

Submitted by: Walter V. Wendler, President
West Texas A&M University

Subject: Approval of Three New Degree Programs with a Major in Public Safety Management (Bachelor of Arts, Bachelor of Science, and a Bachelor of Applied Arts and Sciences) and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of three new degree programs at West Texas A&M University (WTAMU) leading to a Bachelor of Arts (B.A.), Bachelor of Science (B.S.), or Bachelor of Applied Arts and Applied Sciences (B.A.A.S.) degree with a major in Public Safety 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:

WTAMU proposes a B.A., B.S. and a B.A.A.S., with a major in Public Safety Management, to be housed in the Terry B. Rogers College of Education and Social Sciences. By integrating skills in leadership, emergency management, communication, and technology, this program will prepare students to excel in the evolving fields of fire science, law enforcement, and homeland security.

Previously, the profession of first responders was comprised of individuals pursuing degrees in criminal justice (law enforcement) or emergency management (fire safety). However, a shift in the public safety sector has created a preference for first responders with knowledge of law enforcement, fire safety, and emergency medical services. As many of these individuals are employed in the field, accessing on-campus programs has also proven to be a challenge. WTAMU will take a holistic and unique methodology in teaching the knowledge and skills necessary for a comprehensive and multidisciplinary approach to this emerging need in a flexible online modality.

A&M System Funding or Other Financial Implications:

This program will be offered with limited additional costs by utilizing current faculty and resources, unless future program growth necessitates further support. Due to the faculty and resources already being in place, along with the program being offered online, no large expenditures regarding personnel, administrative, clerical, supplies, equipment, facilities, IT, and library services are required, beyond what is currently in use.

Strategic Plan Imperative(s) this Item Advances:

The proposed program will address critical shortages of first responders and those who support first responders, along with a need for an innovative approach, and advance the fifth imperative of The Texas A&M University System's Board of Regents Strategic Plan to provide "services that respond to the needs of the people of Texas and contribute to the strength of the state's economy."

Agenda Item No. 8.20

WEST TEXAS A&M UNIVERSITY
Office of the President
May 13, 2026

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

Subject: Approval of Three New Degree Programs with a Major in Public Safety Management (Bachelor of Arts, Bachelor of Science, and a Bachelor of Applied Arts and 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 three new degree programs at West Texas A&M University leading to a Bachelor of Arts, Bachelor of Science, and a Bachelor of Applied Arts and Sciences Degree with a major in Public Safety Management.**
>
> **The Board also authorizes submission of West Texas A&M University's new degree programs 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]

Walter V. Wendler
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

West Texas A&M University

Bachelor of Arts (B.A.), Bachelor of Science (B.S.) and
Bachelor of Applied Arts and Sciences (B.A.A.S.)
with a major in Public Safety Management
(CIP 44.0401.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Terry B. Rogers College of Education and Social Sciences, Department of Political Science and Criminal Justice

The proposed Bachelor of Arts (B.A.), Bachelor of Science (B.S.) or Bachelor of Applied Arts and Sciences (B.A.A.S.) with a major in Public Safety Management at WTAMU will provide a unique learning opportunity that combines law enforcement, fire safety, and emergency medical services for traditional and non-traditional students. This program will provide a broad theoretical and applied background, with a multidisciplinary approach focused on building foundational knowledge and preparing learners for the complexities of leadership, management, and ethical decision-making within varied public safety organizations. Further, this unique degree will provide a competitive advantage for learners to either enter the public safety sector at a more advanced rank or provide career advancement for those already in their field.

The program will prepare students for career advancement and leadership roles in the first responders' sector, including public, private, non-profit, along with front-line first responders and support personnel. Graduates of the program can expect to achieve the following objectives:

- **Foundational Knowledge:** Understand the relevant and pertinent key terminology, facts, concepts, communication principles, analytic techniques, and theories used in the field of public safety management.
- **Management and Leadership Strategies:** Understand and apply the principles of effective management and leadership related to public safety organizations.
- **Ethical Integrity:** Demonstrate an understanding of ethical integrity, applying foundational moral standards and legal knowledge to ensure accountability and transparency within communities.
- **Enhance Community Relations**: Build skills to manage public perception, navigate political environments, and foster trust within rural and urban communities.
- **Synthesize Emergency Strategy**: Design and implement comprehensive disaster response plans that coordinate multiple agencies (law enforcement, fire safety, emergency medical services, and Texas Department of Emergency Management).
- **Drive Data-Informed Decisions**: Use statistical analysis and artificial intelligence to identify trends and improve organizational efficiency.

The program will be 120 semester credit hours (SCH): 42 SCH are university core courses, 3 to 12 SCH are bachelor (B.A./B.S./B.A.A.S.) requirements, 18 SCH are major requirements, 18 SCH are major prescribed electives, and 30 to 42 SCH are elective courses.

The proposed implementation date is spring 2027.

WTAMU certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2 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 program prepares graduates for mid- and high-level public safety leadership roles driven by Texas' significant population growth. The curriculum ensures student readiness to manage critical infrastructure while positioning graduates to fill urgent, high-demand employment opportunities.

The Texas Demographic Center, using a mid-migration scenario, estimates a 10.4% increase in the Texas population over the next 10 years (2026 – 2036).[1] Approximately 228,000 Texans serve as front-line first responders[2] and approximately 140,000 – 160,000 work in supporting positions or the private sector.[3] Since the need for public safety personnel correlates with[4] population, the institution projects that Texas will need to train and educate approximately an additional 37,800 first responders and public safety professionals just to maintain current staffing levels. Again, based on information from the Texas Demographic Center, a high-migration scenario (16% growth over the next 10 years) would result in a 60,480 increase in the number of first responders and public safety professionals needed to maintain current staffing levels.

Along with population increases and the need to bring new workers into the public safety sector, the turnover rate among existing public safety professionals is quite high. In 2025, the statewide turnover for all law enforcement personnel was 15.4%.[5] Emergency Medical Services personnel turnover at a similar 16% rate.[6] When all factors are considered, it is necessary not only to address the training and educational needs of additional public safety personnel due to population growth, but also to account for high turnover across the fields that comprise public safety.

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[1] Texas Demographic Center. (2026). *2024 Texas population projections by age, sex, and race/ethnicity for 2020–2060*. Texas State Data Center. https://demographics.texas.gov/Data/TDC/Projections/

[2] Bureau of Labor Statistics. (2026). *May 2025 State Occupational Employment and Wage Estimates: Texas*. U.S. Department of Labor. https://www.bls.gov/oes/current/oes_tx.htm

[3] Collier, L. R. (2026). *An annual report on classified employee turnover for fiscal year 2025* (Report No. 26-703). Texas State Auditor's Office. https://sao.texas.gov/Reports/Main/26-703.pdf

[4] National Fire Protection Association. (2026). *U.S. fire department profile*. NFPA Research. https://www.nfpa.org/education-and-research/research/statistical-reports/us-fire-department-profile
Swanson, D. A., Tayman, J., & Cline, M. (2026). Balancing the badge: A data-driven approach to optimal police staffing. *Population Research and Policy Review*, *45*(2). https://shsu-ir.tdl.org/bitstreams/7cc5483d-75f4-4f88-b521-2acc274e912a/download

[5] Texas State Auditor's Office. (2026). *An annual report on classified employee turnover for fiscal year 2025* (Report No. 26-703).

[6] EMS1. (2026, March 10). *Texas EMS staffing shortage causes shift change, forcing medics to sleep on cots during pilot program*. https://www.ems1.com/recruitment-and-retention/texas-ems-staffing-shortage-causes-shift-change-forcing-medics-to-sleep-on-cots-during-pilot-program

B. Projected Enrollment

The expectation is for program enrollment and growth to mirror the recent expansion of the other programs in the Department of Political Science and Criminal Justice. Specifically, undergraduate enrollment in the emergency management administration degree has had significant increases of almost 60% over the last four years. The following table provides projected enrollment for the first five years of the proposed degree.

Table 1. Enrollment Projections

	Year 1	Year 2	Year 3	Year 4	Year 5
Total New Students	**30**	**45**	**60**	**72**	**85**
Attrition	5	7	9	11	14
Cumulative Headcount	**25**	**38**	**51**	**61**	**71**
FTSE	25	38	51	61	71
Graduates	0	0	12	25	38

C. Existing State Programs

There are two existing programs within Texas that have limited similarities to the proposed Public Safety Management program.

The University of Houston–Downtown (UHD) offers an undergraduate Safety Management (B.A.A.S.) degree that requires an on-campus presence. While there is some overlap in approach and course content, there are fundamental differences in many areas, as the UHD program primarily focuses on industrial compliance, enterprise risk, and occupational health.

East Texas A&M University (ETAMU) offers an undergraduate Bachelor of Applied Arts and Sciences (BAAS) program in Safety and Health through distance education delivery. However, the standard curriculum is heavily weighed towards occupational health and safety and lacks the multidisciplinary approach to content of law enforcement and fire safety.

While these programs share commonalities, WTAMU distinguishes itself through a multidisciplinary lens, integrating law enforcement, fire safety, and emergency medical services, supported by highly flexible online course delivery options. Further, given geographic locations and target audience(s), these programs do not compete in the same markets.

II. QUALITY & RESOURCES

A. Faculty

Faculty resources employed to support the existing undergraduate criminal justice, emergency management administration, and political science programs are positively aligned and poised to support the proposed new emphasis throughout its initial stages. The addition of this new program will necessitate some faculty effort displacement from the existing programs but in most cases, the new program complements faculty resources in

existing programs. It is anticipated that one part-time faculty may be added for year two and one full-time faculty may be added between years two and three.

The proposed program will have enough core and support faculty to teach the scope of the discipline, consistent with similar programs in the state and nation.

B. Program Administration

There will be no additional program administration costs.

C. Other Personnel

There will be no additional personnel costs.

D. Supplies, Materials

While there will be no additional costs for supplies, materials, or technology, $50,000 will be allocated toward recruitment efforts.

E. Library

There will be no additional costs for library resources.

F. Equipment, Facilities

There will be no additional costs for equipment and facilities.

G. Accreditation

There are no plans to obtain separate program accreditation, beyond the university's SACSCOC accreditation.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$460,000		Formula Income	$479,606
Program Administration	N/A		Statutory Tuition	$274,500
Graduate Assistants	N/A		Reallocation	-
Supplies & Materials	N/A		Designated Tuition	$1,194,773
Library & IT Resources	N/A		Fees	$782,879
Equipment, Facilities	N/A			
Other: Advertising and Recruitment Expenses	$50,000			
Estimated 5-Year Costs	$510,000		**Estimated 5-Year Revenues**	$2,731,758

Agenda Item No. 8.34

AGENDA ITEM BRIEFING

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

Subject: Establishment of the Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE)

Proposed Board Action:

Establish the Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE) within the School of Public and Allied Health at Prairie View A&M University (PVAMU) in accordance with System Policy 11.02.

Background Information:

The mission of the PVAMU CIRCLE is to address persistent health challenges for the underserved populations across Texas and beyond. CIRCLE will serve as a university-wide research hub, fostering interdisciplinary collaboration and translating research into evidence-based, community-tailored solutions. CIRCLE will unite expertise from public health, engineering, nursing, agriculture, and education to tackle challenges such as maternal mortality, food insecurity, and chronic disease. CIRCLE will also cultivate a public health workforce by providing students with hands-on research experience, mentorship, and leadership training.

A&M System Funding or Other Financial Implications:

The proposed CIRCLE will be supported by a $3 million Department of Education grant for infrastructure enhancements, including state-of-the-art labs and collaborative research spaces. PVAMU has provided additional start-up funding, administrative support, and IT resources. Future funding will be pursued through federal grants, corporate partnerships, and philanthropic contributions to ensure sustainability.

Strategic Plan Imperative(s) this Item Advances:

The CIRCLE advances four of The Texas A&M University System's (A&M System) strategic plan imperatives: 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; Imperative 3: Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers; Imperative 4: The A&M System will increase its prominence by building a robust and targeted research portfolio; and Imperative 5: Provide services that respond to the needs of the people of Texas. CIRCLE will provide opportunities for students to engage in interdisciplinary research and experiential learning, equipping them with the skills and knowledge needed to address complex

public health challenges and succeed in a global workforce. The Center will advance health access by fostering collaboration across disciplines, developing innovative solutions, and translating research into evidence-based practices that improve health outcomes and strengthen communities.

Agenda Item No. 8.34

PRAIRIE VIEW A&M UNIVERSITY
Office of the President
May 12, 2026

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

Subject: Establishment of the Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE)

I recommend adoption of the following minute order:

"The Center for Innovative Research, Collaboration, Leadership, and Community Engagement is hereby established as an organizational unit of Prairie View A&M University within the School of Public and Allied Health."

Respectfully submitted,

[SIGNED BY]

Tomikia P. LeGrande
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
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

PRAIRIE VIEW A&M UNIVERSITY
Center for Innovative Research, Collaboration, Leadership, and Community Engagement

EXECUTIVE SUMMARY

The Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE) at Prairie View A&M University (PVAMU) will serve as a transformational force in addressing critical public health challenges. Through interdisciplinary research, access-focused initiatives, and leadership cultivation, CIRCLE is committed to advancing health outcomes for underserved populations across Texas and beyond. As a university-wide research hub, CIRCLE will advance discovery, research development, and community-engaged solutions to tackle persistent health challenges. This mission directly fulfills PVAMU's dual role as a Historically Black College and University (HBCU) and a land-grant institution, underscoring its responsibility to promote social mobility, address regional challenges, and foster innovation that creates scalable and sustainable impacts.

CIRCLE is anchored by an ambitious vision and a robust leadership framework designed to ensure its success and sustained impact. Under the auspices of the Principal Investigator and Dean, Dr. Angela Branch-Vital, alongside the Chief Scientist, Dr. Lovell Jones, and the Executive Director, Dr. LaDrea Ingram, the center's governance is structured to maximize effectiveness. This leadership team will implement a proven model known as Strategic External Expertise Integration, which blends esteemed external leaders in public health research with PVAMU's internal faculty talent. This approach is intentionally designed to accelerate institutional development, establish immediate credibility, and deepen the bench of expertise across the center, positioning CIRCLE for rapid and sustainable growth.

The CIRCLE will also have advisory committees, which play critical roles in fostering connections with PVAMU's broader ecosystem and the community at large. The Impact Advisory Committee will include members of the PVAMU student body, faculty, and co-chairs of the Community Advisory Committee. The Community Advisory Committee will include community advisors and key stakeholders. These committees are designed to ensure their perspectives are included in CIRCLE and will directly inform its work, ensuring that its resources and activities align with the needs and priorities of the communities they seek to impact. By creating a collaborative space for dialogue and input, the Impact Advisory Committee ensures that the initiatives are developed in partnership with the people they are intended to benefit. This approach not only enhances the relevance and effectiveness of the work but also strengthens its ties to the broader PVAMU community and beyond.

The operational effectiveness of CIRCLE is further enhanced by team science models and core facilities designed to drive grant competitiveness and advance sustainable interdisciplinary collaboration. These critical structures foster deep integration across multiple fields such as public health, engineering, nursing, and agriculture, which is essential for addressing complex health challenges. By combining a distinguished leadership team, a strategic integration model, and a robust community feedback mechanism, CIRCLE is structured to deliver on its promise of becoming a premier hub for health access research and innovation. This framework ensures

accountability, enhances research capacity, and aligns the center's activities with the strategic priorities of both PVAMU and The Texas A&M University System. The CIRCLE will adhere to The Texas A&M University System's Policy 11.02, as described in the following:

1. Rationale for Creation of the Center for Innovative Research, Collaboration, Leadership, and Community Engagement (CIRCLE)

The establishment of the CIRCLE is a strategic imperative driven by the profound and persistent health challenges that undermine the well-being of underserved populations across Texas and the nation. These variations are not random occurrences but reflect longstanding access barriers and resource limitations that have affected rural, low-income, and underserved communities. The stark reality is that a person's zip code is a more powerful predictor of health than their genetic code. In Texas, this manifests in unconscionable outcomes, such as women in low-income communities facing one of the nation's highest maternal mortality rates and rural communities suffering from epidemic levels of chronic disease due to limited access to nutritious food and quality healthcare. These issues represent a failure of the public health system and demand a transformative, institutional response.

For a School of Public Health, addressing such profound societal challenges is not merely an option; it is a core responsibility. The very mission of public health is to create the conditions for people to be healthy, which requires closing the gaps that prevent entire populations from realizing their full health potential. A dedicated center like CIRCLE is the primary mechanism through which a modern School of Public Health can operationalize this mission. It provides the essential infrastructure to move beyond theoretical classroom learning and engage in the high-impact, solutions-oriented work required to effect real-world change. By creating a hub for interdisciplinary collaboration, CIRCLE will break down the academic silos that too often constrain progress, uniting experts from public health, engineering, agriculture, and nursing to develop holistic solutions that address the complex root causes of health challenges.

CIRCLE is fundamentally designed to serve as an accelerator for learning, for research, and for community impact. For students and faculty, it will provide an unparalleled environment for experiential learning and translational research, bridging the gap between academic theory and community practice. This dynamic ecosystem will build intellectual capital within PVAMU, fostering a new generation of public health leaders, scholars, and practitioners who are adept at navigating complex social challenges and committed to health access. Externally, CIRCLE will build capacity by establishing authentic, bidirectional partnerships with community organizations, health systems, and policymakers. This community-engaged model ensures that our work is not only evidence-based but is also community-informed and aligned with the priorities of the populations we serve.

The creation of CIRCLE is a definitive statement of PVAMU's commitment to its identity as a HBCU and a land-grant institution. It leverages the university's unique legacy of community service and its deep-rooted trust within the communities it has long served to tackle problems that others have failed to solve. By centralizing these efforts, CIRCLE will amplify PVAMU's impact, enhance its research portfolio, and position the university as a national leader in the science and practice of health responsibility. This center is not just an addition to the university; it is an

essential engine for fulfilling our institutional mission and a powerful catalyst for building a healthier society for all Texans.

2. General Description of the Center and Mission/Goals

The CIRCLE is a university-wide research hub dedicated to advancing interdisciplinary discovery, workforce and research development, and community-engaged translation to address persistent health challenges. Known as CIRCLE on The Hill, the center will serve as a pioneering force at PVAMU, uniting expertise from across the university to address health challenges through research-driven and community-focused solutions. The mission of CIRCLE is to address the longstanding barriers that contribute to poor health outcomes by generating high-impact research, fostering innovative solutions, and training the next generation of health access leaders. This mission is actualized through three primary goals:

1. **Advance Interdisciplinary Team Science:** CIRCLE will serve as an incubator for team science, uniting faculty and students from PVAMU's School of Public and Allied Health and Colleges of Nursing, Agriculture, Food, and Natural Resources, Engineering, and Education. This collaborative model will drive the development of holistic, evidence-based interventions for complex challenges such as maternal mortality, food insecurity, and chronic disease.
2. **Accelerate Community-Engaged Translation:** Through a community-embedded approach, the center will bridge the gap between academic research and real-world application. Its work will focus on translating data-driven insights and technological advancements, including AI and predictive analytics, into evidence-based health policies and practical programs that directly benefit underserved communities.
3. **Develop a Pipeline of Public Health Leaders:** CIRCLE will cultivate a highly skilled public health workforce by providing students and junior faculty with hands-on research experience, mentorship, and leadership training. This focus on human capital development will ensure a sustainable impact on the field of public health.

3. Potential Faculty Associated with the Center

CIRCLE will be anchored by a distinguished, interdisciplinary leadership team whose collective expertise forms the foundation of the center's capacity for innovation and impact. This core team will be supported by a broad network of affiliated faculty from across PVAMU and strategic external collaborators.

The center's leadership includes:

- **Dr. Angela Branch-Vital (Principal Investigator and Dean):** A leading expert in maternal and community health, Dr. Branch-Vital provides strategic direction and oversight of the center's research agenda focused on health challenges.
- **Dr. Lovell Jones (Chief Scientist):** With decades of experience in cancer health challenges and a national reputation for building interdisciplinary research programs, Dr. Jones will guide the center's scientific strategy and foster collaborative team science.

- **Dr. LaDrea Ingram (Executive Director):** An accomplished leader in program implementation, Dr. Ingram will oversee the center's daily operations, manage community partnerships, and ensure the effective translation of research into practice.

This leadership will be complemented by a robust cohort of affiliated faculty from across PVAMU's colleges, including experts in computational science, data analytics, agricultural health, behavioral science, and community development. The center will actively recruit and support faculty fellows who will spend dedicated time within CIRCLE, working on emerging research projects, sharing their work with the campus community, and mentoring students. This structure ensures a dynamic and integrated approach to problem-solving, leveraging the full intellectual capital of the university to address complex health challenges.

Furthermore, CIRCLE will establish strategic partnerships with local and state health agencies, community-based organizations, healthcare systems, and private industry. These collaborations are critical for amplifying the center's impact, ensuring its initiatives are responsive to real-world needs, and facilitating large-scale implementation of proven interventions.

4. Potential Activities and Initiatives

The activities of CIRCLE are strategically designed to integrate five core components - research, translation, community engagement, leadership development, and learning - into a cohesive framework for addressing complex public health challenges. The center will serve as a dynamic hub where interdisciplinary scholarship is translated into tangible, community-driven solutions. Key activities and initiatives will include:

1. **Research and Discovery**. CIRCLE will foster high-impact, interdisciplinary research aimed at understanding and addressing the root causes of health challenges. Research activities will focus on:
    a. **Maternal and Child Health:** Investigating the drivers of maternal and infant mortality and morbidity and developing community-tailored interventions to improve outcomes for mothers and their children.
    b. **Chronic Disease Prevention and Management:** Using predictive analytics and AI-driven tools to identify high-risk populations and create personalized management plans for conditions like diabetes, hypertension, and cardiovascular disease, particularly in rural settings.
    c. **Food Security and Agricultural Health:** Launching "smart agriculture" projects and community garden initiatives to address food deserts, improve nutritional literacy, and study the health impacts of sustainable local food systems.
2. **Translational Science and Innovation**. The center will prioritize translating research findings into practical applications and scalable interventions. This will be achieved through:
    a. **Digital Health Solutions:** Developing and deploying digital tools, such as mobile health coaching apps and telehealth platforms, to improve access to care and health information in geographically isolated and underserved communities.

b. **Policy Briefs and White Papers:** Publishing and disseminating actionable policy recommendations for local, state, and federal stakeholders to inform evidence-based health policy that promotes access.
c. **Technology Commercialization:** Partnering with technology and healthcare firms to develop and scale innovative health solutions that emerge from the center's research.

3. **Community Engagement and Outreach**. Authentic community partnership is central to CIRCLE's mission. The center will build bidirectional relationships with community members and organizations through:
    a. **Community-Based Participatory Research (CBPR):** Co-designing research projects and interventions with community members to ensure community relevance, build trust, and promote sustainable adoption.
    b. **Health Literacy Campaigns:** Implementing targeted educational campaigns to reduce HIV infection rates, combat youth obesity, and improve health literacy in at-risk populations.
    c. **Community Health Forums:** Hosting regular town halls and workshops to share research findings, gather community input, and ensure the center's priorities remain aligned with community needs.
4. **Leadership Development and Learning**. CIRCLE is committed to cultivating the next generation of health access champions. Educational and training initiatives include:
    a. **The CIRCLE Scholars Program:** A cohort-based program for undergraduate and graduate students providing hands-on research experience, mentorship from faculty fellows, and training in leadership and community engagement.
    b. **Postdoctoral Fellowship Program:** Offering advanced training for postdoctoral fellows to develop as independent investigators in health access research.
    c. **Annual Symposia and Workshops:** Hosting an annual symposium to bring together national thought leaders, researchers, and community advocates, as well as workshops on topics like grant writing, team science, and community-engaged methods.
    d. **Certificate Programs and CEUs -** Developing specialized certificate programs and Continuing Education Units (CEUs) to enhance professional skills and provide accessible, ongoing learning opportunities for public health practitioners and community leaders. These offerings will expand the reach of CIRCLE's educational impact and further support workforce development.

5. Impact on Education and Training of Students

The CIRCLE is fundamentally designed to enrich the academic and professional development of PVAMU students, equipping them to become future leaders in health access. As a dynamic learning ecosystem, CIRCLE bridges classroom theory and real-world practice by seamlessly integrating research, community fieldwork, and leadership training into every aspect of the student experience. Students will be actively engaged in the center's mission through a robust pipeline of hands-on opportunities, including practicums and internships for undergraduates with community partners, as well as research assistantships for graduate students and postdoctoral fellows. The CIRCLE Scholars Program, a cornerstone initiative, will offer a cohort-based environment for

students, featuring specialized seminars, faculty mentorship, and participation in research projects to cultivate leadership skills and professional networks.

CIRCLE is committed to curricular innovation, working with university faculty to embed health access, team science, and community-engaged research throughout academic programs. This includes developing and teaching special topics courses and workshops that expose students to current challenges and approaches in public health. Professional development opportunities go beyond the classroom; students will have access to annual symposia, research forums, and workshops, where they can present their work, network with experts, and explore pressing topics in public health. Additionally, the center will support the campus community with an online repository of data models, policy briefs, and community toolkits as ongoing learning resources. Together, these efforts ensure that students gain real-world skills, a strong foundation in research and leadership, and a lasting commitment to social responsibility and community advocacy, all central to PVAMU's mission of preparing graduates to address real-world problems and lead with purpose.

6. Resource Requirements

To achieve its ambitious mission, the CIRCLE requires a strategic allocation of infrastructure, personnel, and financial resources. These components are essential to establish the center as a leading hub for health access research and to ensure its operational effectiveness and long-term sustainability. The required resources are detailed below.

1. **Personnel**. A dedicated team is critical for managing CIRCLE's complex portfolio of research, training, and community engagement activities. The personnel structure will be built out over several years and will eventually include:
    a. **Center Leadership:** An Executive Director to oversee daily operations, a Research Director to guide the scientific agenda, and a dedicated Coordinator to manage program logistics and implementation.
    b. **Administrative Support:** An Administrative Assistant to manage scheduling, procurement, and operational support for the center's leadership and staff.
    c. **Research Staff:** Graduate Research Assistants and Postdoctoral Fellows to support faculty-led research projects, data analysis, and manuscript preparation.
    d. **Program Staff:** Program Managers to oversee specific initiatives, such as the CIRCLE Scholars Program and community-based health interventions.
2. **Infrastructure and Facilities**. Dedicated physical and technological infrastructure is necessary to create a collaborative environment and support high-impact research.
    a. **Office and Collaboration Space:** A dedicated office suite on campus to serve as the central hub for CIRCLE leadership, staff, faculty fellows, and students. This space should include private offices, open workstations, and a meeting/seminar room equipped for hybrid collaboration.
    b. **Technology and Equipment:** Essential office equipment, including computers, printers, and video conferencing systems. Specialized research equipment for data analysis, secure data storage solutions, and audio/video recording equipment will also be required to support the center's research and training activities.

3. **Financial Support for Programs and Operations**. Consistent financial support is imperative for the execution of CIRCLE's core initiatives and the sustainability of its operations.
    a. **Research Seed Funding:** A budget for pilot grants and seed funding to support interdisciplinary faculty teams in developing innovative research projects and securing external grant funding.
    b. **Programmatic Funding:** Dedicated funding for key initiatives, including stipends and research support for the CIRCLE Scholars Program, operational costs for community health campaigns, and honoraria for speakers at the annual symposium.
    c. **Personnel Costs:** A budget to support salaries and benefits for the center's dedicated staff.
    d. **Operational Expenses:** Funds for marketing materials, travel to conferences, publication fees, and other day-to-day operational costs required to maintain the center's activities and national visibility.

7. Sources and Future Expectations of Financial Support

The long-term impact and sustainability of CIRCLE includes both substantial confirmed support and a forward-looking funding strategy. At present, CIRCLE benefits from significant existing investments, including a $3 million Department of Education grant awarded to the School of Public and Allied Health for infrastructure enhancements. These funds will enable the construction and renovation of a public health laboratory, a kinesiology lab, and a computer lab, all of which will serve as state-of-the-art facilities supporting CIRCLE's mission of interdisciplinary collaboration and innovation. Planned upgrades include private offices for principal investigators and postdoctoral fellows, secure data labs, collaborative research and data visualization suites, and flexible spaces for CEU workshops, digital content production, and community meetings. The center has already assembled a robust team featuring two postdoctoral fellows, dedicated external consultants, and a community public health outreach team responsible for building relationships and trust within the communities served.

In addition to this foundational infrastructure and staffing, CIRCLE enjoys comprehensive institutional support from PVAMU in the form of start-up funding, dedicated administrative and grant-writing assistance, IT and technical resources, and safety and compliance oversight. Confirmed philanthropic contributions have established endowments that fund scholarships, fellowships, and named initiatives, providing a strong platform for CIRCLE's expansion.

Looking ahead, CIRCLE will seek to grow its resource base through a strategic blend of external grant funding, corporate and philanthropic partnerships, and program-generated revenue. Competitive funding will be aggressively pursued from federal agencies such as NIH, CDC, HRSA, and NSF to underwrite large-scale research and infrastructure projects. State and local grants, as well as partnerships with public health agencies, will be targeted to support community-based interventions addressing regional needs. CIRCLE will cultivate alliances with technology firms, healthcare companies, and private foundations to advance innovations in artificial intelligence and digital health. Additionally, revenue from CEU-accredited certificate programs, specialized consulting, and fee-based workshops will be reinvested to sustain and expand the

center's operations. Philanthropic contributions will establish endowments for scholarships, fellowships, and named project initiatives, further ensuring the center's sustainability.

By capitalizing on both secured resources and a multifaceted plan to diversify funding streams, CIRCLE will maintain a resilient and adaptable financial foundation. This integration of current support and future strategy ensures that the center is fully equipped to realize its mission: advancing health access, developing future leaders, and serving as a model for national innovation in public health research and community partnership.

8. Governance and Advisory Structure

The CIRCLE will operate under a robust governance model designed to ensure accountability, strategic alignment, and responsiveness to community needs. This structure fosters clear lines of authority, promotes interdisciplinary collaboration, and embeds community perspectives into every aspect of the center's operations.

1. **Core Leadership Team**. A dedicated core leadership team with distinct and complementary roles will guide the day-to-day management and strategic direction of CIRCLE:
    a. **Principal Investigator (PI) / Research Director:** Provides overall strategic leadership and scientific oversight for the center, guiding the research agenda, ensuring scholarly integrity, managing key partnerships, and serving as the primary liaison to university leadership.
    b. **Chief Scientist:** Offers high-level scientific vision and expertise, spearheads major research initiatives, and directs interdisciplinary research programs. The Chief Scientist mentor's postdoctoral fellows, faculty, and students, fostering innovation and driving collaborative scholarship across departments.
    c. **Executive Director:** Manages daily operations, including budget oversight, personnel management, and implementation of strategic initiatives. This role emphasizes translating the center's vision into action and building strong relationships with partners and stakeholders.
    d. **Program Coordinator:** Handles logistical implementation, supports program execution, organizes events, and facilitates communication across the center's array of initiatives, ensuring operational efficiency.
2. **Impact Advisory Committee**. To ensure CIRCLE's work remains relevant, impactful, and genuinely community-driven, an Impact Advisory Committee will be established as a central component of governance. This committee serves as a critical feedback mechanism, bridging the gap between the center's research activities and the real-world needs of the populations it serves.
    a. **Composition:** Includes representatives from PVAMU faculty (including affiliated faculty), community leaders and organizers, members of local public health agencies, and external subject matter experts, providing a balance of academic, scientific, and community perspectives.
    b. **Function:** Provides strategic guidance and actionable recommendations on the center's priorities and initiatives. The committee meets semi-annually to review progress, evaluate project impacts, and inform future directions, ensuring

CIRCLE's work is academically rigorous, community responsive, and practically relevant.

3. **Affiliated Faculty**. Affiliated faculty from across multiple academic units play an integral role in advancing CIRCLE's mission. They participate as investigators and collaborators in center initiatives, lead, or co-lead interdisciplinary research projects, and contribute specialized expertise. Additionally, these faculty members serve as mentors for students and trainees, promote cross-departmental knowledge sharing, and help shape the center's educational and research agenda.

This governance framework, integrating a focused leadership team, an active Chief Scientist, engaged affiliated faculty, and a broadly representative advisory committee, ensures that CIRCLE is managed efficiently, remains firmly accountable to its mission, and is positioned as a collaborative engine for advancing health responsibility at PVAMU and beyond.

9. Mechanisms for Periodic Review

To maintain excellence and achieve measurable results, CIRCLE will implement a comprehensive review system. Annual performance assessments will evaluate outcomes across key programs, with an emphasis on measurable improvements in health access indicators. Public stakeholders will be invited to participate in town hall meetings, ensuring that community voices are actively integrated into program planning and refinement. Additionally, external audits and independent evaluations will validate the center's impact and help optimize strategies.

Strategic reviews will occur every three years, assessing CIRCLE's alignment with institutional and community priorities and recommending adjustments to maintain alignment with its foundational mission. The publication of an annual report will maintain transparency and build confidence among funders, collaborators, and the public.

By integrating cutting-edge research, technology, and community-focused approaches, CIRCLE reflects PVAMU's historic mission to shape transformational leaders and foster improved health outcomes. Serving as both a platform for groundbreaking research and a bridge for community partnerships, the center represents a visionary step forward in the pursuit of health access and community advancement.

Affiliated Faculty

- Dr. Oluwaseyl Yusef, Assistant Professor, Kinesiology/School of Public and Allied Health
- Dr. Adewale Adewale Adebero, Assistant Professor, Kinesiology/School of Public and Allied Health
- Dr. Temitope Adeusi, College of Education
- Dr. Lanre Akinyemi, College of Arts and Sciences
- Dr. Emmanuel Appiah, College of Arts and Sciences
- Dr. Park Atatah, Assistant Professor, Health/School of Public and Allied Health
- Dr. Kentya Ford, Assistant Professor, Public Health/School of Public and Allied Health
- Dr. Allyssa Harris, Dean and Professor, College of Nursing

- Dr. Catherine Kisavi-Atatah, Associate Professor, Health/School of Public and Allied Health
- Dr. Kazeem Olanrewaju, College of Engineering
- Dr. Dumitru Lacobas, Research Professor, Undergraduate Medical Academy/School of Public and Allied Health
- Dr. Sandhya Lohani, Assistant Professor, Public Health/School of Public and Allied Health
- Dr. Jennifer Quinlan, College of Agriculture, Food, and Natural Resources
- Dr. Andrea McDonald, Associate Professor, Health/School of Public and Allied Health
- Dr. Oluwaseyl Yusef, Assistant Professor, Kinesiology/School of Public and Allied Health
- Dr. Beverly Sande, College of Education
- Dr. Seungchan Kim, Chief Scientist and Executive Professor, Roy G. Perry College of Engineering
- Dr. Naznin Sultana, Clinical Associate Professor, Undergraduate Medical Academy/School of Public and Allied Health
- Mrs. Huiyi Xu, School of Architecture

Impact Advisory Committee

- Dr. Ronald Jr. Peters, Advisory Council for the School of Public and Allied Health, President, University of Texas Health Science Center at Houston, School of Public Health, Retired Associate Professor
- Mr. William G. Hudson, Advisory Council for the School of Public and Allied Health, Vice President, Qualtrics
- Mrs. Lena Ellis, MPH, Advisory Council for the School of Public and Allied Health, Secretary, Health Evaluation Research Services (Chief Operating Officer)
- Ms. Sahira Abdool, Chief Administrative Officer (CAO)/Member, The Principle Partnering Group, LLC (PPG)
- Mr. Brian Cokes, PVAMU National Alumni Association, Missouri City Alumni Chapter
- Dr. Larissa Estes, Executive Director of ALL IN-Alameda County
- Dr. Andrea Green, Chair, ACEP Diversity, Inclusion and Health Access Section, CEO, Tone 360 Fitness Studio
- Dr. Algerian Hart, Assistant to the President for Inclusive Engagement Strategic Enrollment Management, Missouri State University
- Dr. Mandy Hill, Department of Emergency Medicine, McGovern Medical School at UT Health Houston
- Mr. Khadarel Hodge, Atlanta Falcons Professional Football Player, Alumnus
- Mrs. Krystal Hopton, Director, Physician Recruitment-System
- Dr. E. Newton Jackson, Chair, Health, Human Performance & Leisure Studies Department, HPER – Sport Administration/Management, Graduate Certificate Program, Student Development in Higher Education
- Dr. Anita Okon PT, Owner of Campus Motion, Physical Therapy, Strength and Conditioning, Sports Recovery
- Dr. Passion Sparrow, Novartis Pharmaceutical Corporation, Associate Director, Social Director

- Dr. Brenda Swearingin, Professor for Sport Studies, Exercise/Physical Activity; Obesity; Nutrition; Body Composition
- Samaya Land, School of Public and Allied Health Student Council, President
- MacKynzee Deere, School of Public and Allied Health Student Council, Vice President

Agenda Item No. 8.36

AGENDA ITEM BRIEFING

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

Subject: Authorization for the President to Negotiate and Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2027, 2028, and 2029

Proposed Board Action:

Authorize the President of Texas A&M University-Central Texas (A&M-Central Texas) to negotiate and execute agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2027, 2028, and 2029. The execution of these documents is subject to review for legal form and sufficiency by the Office of General Counsel and approval by the vice chancellor and chief financial officer

Background Information:

A&M–Central Texas has received, and anticipates continued receipt of, non-research awards for sponsored instruction and training and other sponsored activities from domestic and international: federal agencies; state agencies; municipal and county organizations; public and private corporations; commodity groups; non-profit sectors; companies, and partnerships; and foreign entities, including governmental entities and public or private business corporations and companies.

In accordance with System Policy *25.07, Contract Administration*, absent a specific exception, "contracts, grants and agreements to perform educational and/or service activities consistent with a member's mission and involving a total stated or implied consideration of $500,000 or more" require approval of the Board of Regents. Many of these non-research awards are multi-year and provide $500,000 or more in sponsor funding. Once the award is made, the sponsor typically expects acceptance without delay and performance to begin as soon as possible. Delaying the execution of the sponsored agreement while seeking Board of Regents approval is likely to result in forfeiture of the sponsor funding.

A&M System Funding or Other Financial Implications:

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

Strategic Plan Imperative(s) this Item Advances:

Approval of this agenda item will advance The Texas A&M University System strategic imperatives 5 and 7. In particular, A&M-Central Texas will be able to respond quickly and efficiently to requests to provide instruction, training, and other sponsored activities, meeting the needs of the people of Texas and the United States. A&M-Central Texas will share its expertise and experience to confront regional and national challenges and contribute to the state's economy.

Agenda Item No. 8.36

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
Office of the President
July 6, 2026

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

Subject: Authorization for the President to Negotiate and Execute Agreements for Sponsored Instruction and Training and Other Sponsored Activities that are not Research for Fiscal Years 2027, 2028, and 2029

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System authorizes the President of A&M-Central Texas to negotiate and execute, following a review for legal form and sufficiency by the Office of General Counsel, and following approval by the vice chancellor and chief financial officer, agreements for sponsored instruction and training and other sponsored activities that are not research, including any amendments and related documents, for fiscal years 2027, 2028, and 2029.**
>
> **Each agreement must be structured so that the revenue generated by the agreement will cover, at a minimum, all costs incurred by A&M-Central Texas in performing under the agreement, subject to any agreed cost share by A&M-Central Texas in accordance with System Regulation *15.01.05*, *Cost Sharing on Sponsored Agreements*. Total consideration under any agreement will not exceed $5,000,000 and the term for any agreement will not exceed five years.**
>
> **For each fiscal year covered by this delegation of authority, A&M-Central Texas 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]

Richard M. Rhodes
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[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]

Nichol 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.**