



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

**September 1, 2016**



AGENDA ITEMS  
MEETING OF THE BOARD OF REGENTS  
THE TEXAS A&M UNIVERSITY SYSTEM  
September 1, 2016  
College Station, Texas

1. COMMITTEE ON FINANCE

- 1.1 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
- 1.2 Adoption of a Resolution Authorizing the Issuance of the Board of Regents of The Texas A&M University System Revenue Financing System Bonds, Series 20\_\_, A&M System

2. COMMITTEE ON AUDIT

- 2.1 Approval of System Internal Audit Plan for Fiscal Year 2017, A&M System

3. COMMITTEE ON BUILDINGS AND PHYSICAL PLANT

- 3.1 Approval of System Capital Plan for FY 2017 – FY 2021, A&M System
- 3.2 Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Pre-Construction and Construction for the RELLIS Campus Infrastructure Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 01-3228)
- 3.3 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Joint Library Facility Module 2 Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 02-3193)
- 3.4 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the McAllen Multipurpose Academic Building Project, Texas A&M University Higher Education Center, McAllen, Texas (Project No. 02-3212), Texas A&M
- 3.5 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Fabrication Center Project, Prairie View A&M University, Prairie View, Texas (Project No. 05-3198)

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

- 3.6 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Academic Building Complex Phase II and Infrastructure Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-3197)
- 3.7 Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Life Sciences Research and Engineering Building – Phase I Project, Texas A&M University-Corpus Christi, Corpus Christi, Texas (Project No. 15-3188)
- 3.8 Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Rudder Hall HVAC Project, Texas A&M University, College Station, Texas (Project No. 2015-05024)
- 3.9 Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Re-Imagine the Libraries, Phase 3 Project at Texas A&M University, College Station, Texas (Project No. 2014-04428)
- 3.10 Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Engineering Renovation Phase II Project, West Texas A&M University, Canyon, Texas (Project No. WT-1943)

#### Report

Report of System Construction Projects Authorized by the Board

- 4. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
- 5. THE TEXAS A&M UNIVERSITY SYSTEM BOARD OF REGENTS (not assigned to Committee)
  - 5.1 Approval for Dr. Raimund J. Ober, a System Employee, to Serve as an Officer, Member of the Board of Directors and Employee of Astero Technologies LLC, an Entity that Proposes to License Technology from The Texas A&M University System, Texas A&M
  - 5.2 Approval for Dr. Xiaomin Yang, a System Employee, to Serve in His Official Capacity as a Member of the Board of Directors of StarRotor Corporation, a Business Entity Formed for the Purpose of Development and Commercialization of Technology Owned by The Texas A&M University System, Texas A&M
  - 5.3 Approval for Dr. Ravikumar Majeti, a System Employee, to Serve as an Employee of Peroral Therapeutics LLC, a Business Entity that has Entered into an Exclusive Option to License Technology From The Texas A&M University System, Texas A&M

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Executive Session Items

- 5.4 \*Authorization to Negotiate and Execute a Ground Lease for Construction of an Academic and Related Support Services Facility(ies) by Blinn College on the RELIS Campus, A&M System
- 5.5 \*Authorization to Lease from the City of McAllen Approximately 100 Acres and the City's Undivided Interest in a Multipurpose Academic Building to be Constructed on the Land by The Texas A&M University System with Construction Funded in Part by the City of McAllen, Texas A&M
- 5.6 \*Authorization to Grant a Conditional Roadway Easement on the Momentum Campus to the Texas Department of Transportation, A&M-Corpus Christi
- 5.7 \*Authorization to Lease Approximately 48,000 Square Feet of Office Space in the Eastmark Building Located in College Station, Brazos County, Texas, TEES
- 5.8 \*Authorization to Execute a Working Forest Conservation Easement Covering 7,000 Acres, More or Less, of Privately-Owned Forest Land in Anderson County, Texas, TFS
- 5.9 Appointment of President of West Texas A&M University, A&M System
- 5.10 Appointment of Dean of the College of Health Sciences and Human Services, Tarleton
- 5.11 Appointment of Dean of the College of Education, TAMIU
- 5.12 \*Authorization for the President to Negotiate and Execute New Employment Contracts for the Head Women's Golf Coach, Head Men's Tennis Coach, Two Assistant Men's Basketball Coaches, and Head Men's Baseball Coach, Texas A&M
- 5.13 Appointment of Dean of the College of Education, A&M-Central Texas
- 5.14 Appointment of Dean of University College, A&M-Commerce
- 5.15 Appointment of Dean of the College of Arts and Sciences, Texas A&M-Kingsville
- 5.16 Appointment of Vice President for Finance and Chief Financial Officer, Texas A&M-Kingsville
- 5.17 Appointment of Vice President for Academic Affairs and Provost, A&M-San Antonio
- 5.18 Appointment of Dean of the College of Education and Liberal Arts, TAMUT
- 5.19 Appointment of Vice President for Student Enrollment, Engagement, and Success, TAMUT

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5.20 Appointment of Associate Agency Director for Strategic Initiatives and Centers, TEES

5.21 Appointment of Associate Agency Director, TEEX

6. CONSENT AGENDA ITEMS

The Texas A&M University System/Board of Regents

6.1 Approval of Minutes

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

6.3 Approval of Wells Fargo Bank, N.A. as Lead Bank and Depository

6.4 Granting of the Title of Emeritus/Emerita, September 2016

6.5 Confirmation of Appointment and Commissioning of Peace Officers

6.6 Approval of Revisions to System Policy *01.03, Appointing Power and Terms and Conditions of Employment*

6.7 Approval of Revisions to System Policy *21.01, Financial Policies, Systems and Procedures*

6.8 Approval of Revisions to System Policy *25.07, Contract Administration*

6.9 Approval of Revisions to System Policy *31.06, Sick Leave Pool*

6.10 Approval of Revisions to System Policy *33.06, Hours of Work for Full-time Salaried Employees*

6.11 Adoption of a Resolution Honoring Mr. Greg A. Garcia for His Outstanding Service and Contributions to The Texas A&M University System

Prairie View A&M University

6.12 Granting of Faculty Development Leave for FY 2017

6.13 Establishment of the Center of Excellence in Research and Education for Big Military Data Intelligence

Tarleton State University

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

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- 6.15 Approval of Academic Tenure, September 2016

Texas A&M International University

- 6.16 Approval of Academic Tenure, September 2016
- 6.17 Granting of Faculty Development Leave for FY 2017

Texas A&M University

- 6.18 Authorization for the Texas A&M University Health Science Center to Make Intergovernmental Transfers on Behalf of Qualifying Entities
- 6.19 Approval of Academic Tenure, September 2016
- 6.20 Approval of a New Master of Engineering in Technical Management Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.21 Approval of a New Bachelor of Science in Materials Science and Engineering Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.22 Approval of a New Master of Science in Entrepreneurial Leadership Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.23 Appointment of Four Board Members and Reappointment of Six Board Members to the Texas A&M University at Galveston Board of Visitors
- 6.24 Moving the Reta and Bill Haynes Name from the Reta and Bill Haynes '46 Coastal Engineering Laboratory to the Civil Engineering Building
- 6.25 \*Naming of the Engineering Education Complex within the College of Engineering
- 6.26 \*Naming of the Engineering Global Program within the College of Engineering

Texas A&M University-Central Texas

- 6.27 Approval of Academic Tenure, September 2016
- 6.28 \*Naming of Various Locations on Campus

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Texas A&M University-Commerce

- 6.29 Authorization to Award an Honorary Degree to Robert V. "Buddie" Barnes, Jr.

Texas A&M University-Corpus Christi

- 6.30 Approval of a New Bachelor of Science Degree Program with a Major in Industrial Engineering, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.31 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
- 6.32 Approval of a New Master of Science Degree Program with a Major in Chemistry, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.33 Granting of Faculty Development Leave for FY 2017

Texas A&M University-Kingsville

- 6.34 Granting of Faculty Development Leave for FY 2017
- 6.35 \*Authorization to Establish Ten Quasi-Endowments
- 6.36 Approval of a New Master of Science Degree Program with a Major in Clinical Mental Health Counseling, and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Texas A&M University-San Antonio

- 6.37 Approval of Academic Tenure, September 2016
- 6.38 Approval of a New Bachelor of Science in Engineering Degree Program, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.39 Approval of a New Bachelor of Science Degree Program with a Major in Child Development, and Authorization to Request Approval from the Texas Higher Education Coordinating Board
- 6.40 Approval of a New Master of Arts Degree Program with a Major in Clinical Mental Health Counseling, and Authorization to Request Approval from the Texas Higher Education Coordinating Board

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Texas A&M University-Texarkana

- 6.41 Approval of Academic Tenure, September 2016

West Texas A&M University

- 6.42 Granting of Faculty Development Leave for FY 2017
- 6.43 Authorization for the Acceptance and Placement of a Veterans War Memorial on Campus
- 6.44 Adoption of a Resolution Honoring the West Texas A&M University Women's Basketball Team
- 6.45 Adoption of a Resolution Honoring the West Texas A&M University Women's Indoor Track & Field Team
- 6.46 Adoption of a Resolution Honoring the West Texas A&M University Women's Outdoor Track & Field Team
- 6.47 \*Naming of Various Locations on Campus and a Lecture Series

Texas A&M AgriLife Research

- 6.48 \*Establishment of the Center for Coffee Research and Education

Texas Forest Service

- 6.49 Confirmation of Appointment and Commissioning of Peace Officer

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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-Commerce .....	Texas A&M University-Commerce
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
NCTM.....	National Center for Therapeutics Manufacturing
POR .....	Program of Requirements
PUF .....	Permanent University Fund
PVAMU .....	Prairie View A&M University
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
Tarleton .....	Tarleton State University
TEES .....	Texas A&M Engineering Experiment Station
TEEX .....	Texas A&M Engineering Extension Service
Texas A&M at Qatar .....	Texas A&M University at Qatar
Texas A&M.....	Texas A&M University
Texas A&M-Kingsville .....	Texas A&M University-Kingsville
TFS .....	Texas A&M Forest Service
THECB .....	Texas Higher Education Coordinating Board
TIGM .....	Texas A&M Institute for Genomic Medicine
TIPS.....	Texas A&M Institute for Preclinical Studies
TTI.....	Texas A&M Transportation Institute
TVMDL .....	Texas A&M Veterinary Medical Diagnostic Laboratory
UTIMCO .....	The University of Texas Investment Management Company
WTAMU .....	West Texas A&M University

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Agenda Item No.

## **AGENDA ITEM BRIEFING**

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

**Subject:** Adoption of a Resolution Authorizing the Issuance of the Board of Regents of The Texas A&M University System Permanent University Fund Bonds

### **Proposed Board Action:**

Adopt a resolution authorizing the issuance of Permanent University Fund Bonds.

### **Background Information:**

The resolution provides the authority for the issuance of one or more series of Permanent University Fund Bonds to convert all or a portion of the commercial paper to long-term bonds; provide funds for construction, renovation and other projects; refund previously issued bonds; and pay the costs of issuing the bonds. The authority in the maximum amount of \$373 million (including issuance costs) will be effective for the period from September 1, 2016 to August 31, 2017.

Bonds will be issued only for those projects approved by the Board of Regents and are estimated at \$160 million. Previously issued bonds which are candidates for refunding total approximately \$211 million; however, only those bonds that meet savings targets will be included in a refunding issue.

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

Debt service for Permanent University Fund Bonds will be funded with the Available University Fund.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
Office of the Chief Investment Officer and Treasurer  
July 19, 2016

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

Subject: Adoption of a Resolution Authorizing the Issuance of the Board of Regents of  
The Texas A&M University System Permanent University Fund Bonds

I recommend adoption of the following minute order:

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

Respectfully submitted,

Maria L. Robinson  
Chief Investment Officer and Treasurer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

ITEM  
EXHIBIT

**A RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM PERMANENT UNIVERSITY FUND BONDS IN THE MAXIMUM AGGREGATE PRINCIPAL AMOUNT OF \$373 MILLION, PLEDGING REVENUES FOR THE PAYMENT THEREOF, AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO**

Adopted September 1, 2016



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 <b>EXHIBIT A - FORM OF BONDS</b>	

**A RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM PERMANENT UNIVERSITY FUND BONDS IN THE MAXIMUM AGGREGATE PRINCIPAL AMOUNT OF \$373 MILLION, PLEDGING REVENUES FOR THE PAYMENT THEREOF, AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO**

**WHEREAS**, the Board of Regents (the “Board”) of The Texas A&M University System (the “System”) hereby determines to issue obligations pursuant to the provisions of Article VII, Section 18 of the Constitution of the State of Texas, as amended (the “Constitutional Provision”), Chapters 1207 and 1371, Texas Government Code, as amended, and other applicable laws (collectively, “Applicable Law”) for the purposes hereinafter described; and

**WHEREAS**, the Constitutional Provision authorizes the Board to issue bonds and notes not to exceed a total amount of 10% of the cost value of investments and other assets of the Permanent University Fund (exclusive of real estate) at the time of issuance thereof, and to pledge all or any part of the Available University Fund Share (defined herein) to secure the payment of the principal and interest of those bonds and notes, for the purpose of acquiring land either with or without permanent improvements, constructing and equipping buildings or other permanent improvements, major repair and rehabilitation of buildings and other permanent improvements, acquiring capital equipment and library books and library materials, and refunding bonds or notes issued under such section or prior law, at or for the System’s administration and certain component institutions and agencies of the System; and

**WHEREAS**, the Board has heretofore duly authorized, sold, and delivered certain outstanding obligations pursuant to the provisions of the Constitutional Provision, payable from, and secured by a first lien on and pledge of, the Available University Fund Share (such outstanding obligations, collectively, the “Outstanding Parity Bonds”), in the manner and to the extent provided in the respective resolutions authorizing the issuance of each of the Outstanding Parity Bonds (collectively, the “Parity Bond Resolutions”); and

**WHEREAS**, the Board has also heretofore duly authorized certain obligations pursuant to the provisions of the Constitutional Provision, payable from, and secured by a lien on and pledge of, the Available University Fund share that is junior and subordinate to the pledge of and lien on the Available University Fund Share that secures Parity Obligations (defined below) (such obligations, collectively, the “Subordinate Lien Obligations”); and

**WHEREAS**, the Parity Bond Resolutions reserved the right and power in the Board to issue, under certain conditions, Additional Parity Obligations (defined herein) for the purposes and to the extent provided in the Constitutional Provision and the Parity Bond Resolutions, said Additional Parity Obligations to be on a parity with the Outstanding Parity Bonds, and equally and ratably secured by and payable from a first lien on and pledge of the Available University Fund Share in the same manner and to the same extent as are the Outstanding Parity Bonds; and

**WHEREAS**, the Board deems it necessary and desirable to issue Additional Parity Obligations (1) to refund such of its outstanding Subordinate Lien Obligations as shall be

specified in the Award Certificate (defined herein) executed in accordance with the terms of this Resolution for the purposes of providing permanent financing for facilities and improvements financed with the proceeds of such refunded Subordinate Lien Obligations and of providing the Board with the ability to issue additional Subordinate Lien Obligations in the future as part of the System's continuing Subordinate Lien Obligations program, (2) to refund such of its Outstanding Parity Bonds as shall be specified in the Award Certificate executed in accordance with the terms of this Resolution, for the purpose of producing a net present value savings in accordance with the requirements of this Resolution, (3) to pay the Project Costs (as defined herein) of certain Eligible Projects (as defined herein), and (4) to pay costs of issuance of such Additional Parity Obligations; and

**WHEREAS**, the Bonds (defined herein) hereinafter authorized are to be issued and delivered as Additional Parity Obligations pursuant to the Parity Bond Resolutions and Applicable Law.

**THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM THAT:**

**SECTION 1. AUTHORIZATION AND FINDINGS.**

(a) Bonds Authorized. The Board's bonds, designated as the "Board of Regents of The Texas A&M University System Permanent University Fund Bonds, Series \_\_\_\_" (the "Bonds"), are hereby authorized to be issued and delivered in one or more Series (defined herein) in the maximum aggregate principal amount of \$373 million (without regard to premium or discount affecting the sale price) for the purposes of (i) refunding the Refunded Notes (defined herein), (ii) refunding all or a portion of the Potential Refunded Bonds (defined herein), (iii) paying the Project Costs of certain Eligible Projects, and (iv) paying the costs of issuance relating to the Bonds. The Bonds shall be designated by the year in which they are awarded pursuant to Section 2(b) below; provided that for any Series of Bonds issued as Taxable Bonds (defined herein) the word "Taxable" shall be included in the designation of such Bonds before the word "Series."

(b) Refunding Purposes.

(i) The Board may issue Bonds to refund Refunded Obligations (defined herein) for the purpose of restructuring certain of its outstanding debt. Pursuant to Section 1207.008, Texas Government Code, as amended, the Board hereby finds that, because the Refunded Notes bear interest at variable rates, the amount of savings or loss as a result of the refunding of the Refunded Notes cannot be ascertained, and that issuing the Bonds to refund the Refunded Notes for the aforementioned purpose is in the best interest of the System.

(ii) The Board may issue Bonds to refund Refunded Bonds (defined herein) for the public purpose of producing a net present value savings expressed as a percentage of the principal amount of the Refunded Bonds, all in accordance with Section 2(b) of this Resolution.

(c) Type of Bonds. Each Series of Bonds herein authorized, unless otherwise indicated, shall be in the form of fixed rate bonds as either Current Interest Bonds (defined herein) or Capital Appreciation Bonds (defined herein).

## **SECTION 2. DATE, DENOMINATIONS, NUMBERS, MATURITIES OF AND INTEREST ON THE BONDS.**

(a) Date, Denominations, and Numbers. The Bonds of each Series shall initially be issued, sold, and delivered hereunder as fully registered bonds, without interest coupons, in the form of (1) Taxable Bonds or Tax-Exempt Bonds (defined herein) and (2) Current Interest Bonds or Capital Appreciation Bonds, numbered consecutively for each Series of Bonds from R-1 upward (or CR-1 upward, in the case of Capital Appreciation Bonds) (except the Initial Bond (defined herein) which shall be numbered T-1 for the Current Interest Bonds and TR-1 for the Capital Appreciation Bonds), payable to the initial purchaser of the Bonds (the "Initial Purchaser") specified by the Authorized Representative (defined herein) in the Award Certificate, or to the registered assignee or assignees of said Bonds or any portion or portions thereof (in each case, the "Registered Owner"), in Authorized Denominations (defined herein), maturing on the dates, in the years and in the principal amounts or Maturity Amounts (defined herein), respectively, and dated, all as set forth in the Award Certificate.

(b) Delegation of Board's Authority. As permitted by Applicable Law, the Authorized Representative is hereby authorized, appointed, and designated to act on behalf of the Board in selling and delivering the Bonds and carrying out other procedures specified in this Resolution, including determining and fixing (i) the date of the Bonds and the Issuance Date (defined herein) thereof; (ii) any additional or different designations or titles by which the Bonds shall be known, if any; (iii) the price at which the Bonds will be sold; (iv) the years in which the Bonds will mature; (v) the principal amount or Maturity Amount of the Bonds to mature in each of such years; (vi) the aggregate principal amount of the Bonds, including the aggregate principal amount of Current Interest Bonds and Capital Appreciation Bonds; (vii) the rate of interest to be borne by each such maturity, and whether the Bonds shall be Tax-Exempt Bonds or Taxable Bonds; (viii) the interest payment periods; (ix) the dates, prices, and terms upon and at which the Bonds shall be subject to redemption prior to Stated Maturity at the option of the Board, as well as mandatory redemption provisions, if any; (x) the designation of which Subordinate Lien Obligations shall constitute the Refunded Notes refunded by the Bonds; (xi) the designation of which Potential Refunded Bonds shall constitute the Refunded Bonds to be refunded by the Bonds; (xii) the Paying Agent/Registrar (defined herein) and Escrow Agent (defined herein), if applicable, with respect to the Bonds; (xiii) the Eligible Projects to be financed by any Series of Bonds; and (xiv) all other matters relating to the issuance, sale, and delivery of the Bonds and the refunding of the Refunded Obligations. All such determinations made by the Authorized Representative shall be specified in the Award Certificate delivered to the Executive Director, Board of Regents. Those determinations to be made by the Authorized Representative are limited, however, by the following: (i) the price to be paid for the Bonds shall not be less than 95% of the aggregate par amount thereof, plus any accrued interest thereon from their dated date to the Issuance Date; (ii) none of the Bonds shall bear interest at a rate greater than the maximum rate allowed by law; (iii) none of the Bonds shall mature more than 30 years from their respective dates in accordance with the Constitutional Provision; and (iv) the aggregate principal

amount of the Bonds shall not exceed \$373 million (without regard to premium or discount affecting the sale price).

In addition, each Series of Bonds issued to refund Refunded Bonds must be sold on terms that produce a present value savings when the scheduled debt service payable on such Bonds during each Bond Year is subtracted from the scheduled debt service payable on the Refunded Bonds during the same Bond Year and the remainder is discounted to the scheduled date of delivery of the Bonds of such Series set forth in the Award Certificate at a discount factor equal to the yield on such Bonds determined in accordance with section 148 of the Code (defined herein). The amount of the savings to be realized from the refunding shall be set forth in the Award Certificate. The Award Certificate for each Series that is issued to refund Refunded Bonds or Refunded Notes shall also identify the Refunded Bonds or Refunded Notes being refunded by that Series.

The Award Certificate shall also contain a determination that the total principal amount of all outstanding Permanent University Fund Obligations (defined herein), subsequent to the issuance of the Bonds of such Series, will not exceed 10% of the cost value of investments and other assets of the Permanent University Fund (exclusive of real estate) at the time the Bonds of such Series are issued.

It is further provided, however, that, notwithstanding the foregoing provisions, the Bonds shall not be delivered unless prior to delivery (i) the Award Certificate has been executed and delivered as required by this Resolution, (ii) the Bonds have been rated by a Nationally-Recognized Rating Agency (defined herein) in one of the four highest rating categories for long-term obligations, as required by Chapter 1371, Texas Government Code, as amended, (iii) the Authorized Representative, or some other financial officer of the System designated by the Board, executes a certificate meeting the requirements of, and to the extent required by, Section 12(a) of this Resolution, and (iv) if a Series of Bonds are being issued to pay Project Costs, the Authorized Representative, or some other financial officer of the System designated by the Board, executes a certificate to the effect that such Bonds are being issued to pay Project Costs for Eligible Projects and, attached to such certificate is a listing of the Eligible Projects expected to be financed, in whole or in part, by such Bonds; provided, however, that at some future date, the Board may substitute other Eligible Projects to be financed, in whole or in part, by such Bonds for the Eligible Projects listed on such certificate.

The Award Certificate is hereby incorporated in and made a part of this Resolution and shall be filed in the minutes of the Board as a part of this Resolution.

(c) Maturities and Interest Rates. The Bonds shall mature on July 1 in each of the years and in the amounts as specified in the Award Certificate.

The Current Interest Bonds of each Series of Bonds shall bear interest calculated on the basis of a 360-day year composed of twelve 30-day months from the dates specified in the Award Certificate to their respective dates of maturity at the rates set forth in the Award Certificate; provided that interest on any Taxable Bonds may be computed as determined by the Authorized Representative in the Award Certificate (i) on the basis of a 365- or 366-day year, as applicable for the number of days actually elapsed based upon the calendar year in which the

interest rate period for such Bonds commences, (ii) on the basis of a 360-day year composed of twelve 30-day months, or (iii) as otherwise determined by the Authorized Representative to be necessary to achieve the most beneficial pricing terms for such Bonds.

The Capital Appreciation Bonds of each Series of Bonds shall bear interest from the Issuance Date for such Series of Bonds, calculated on the basis of a 360-day year composed of twelve 30-day months (subject to rounding to the Compounded Amounts (defined herein) thereof), compounded semiannually on the dates set forth in the Award Certificate (the “Compounding Dates”) commencing on the date set forth in the Award Certificate, and payable, together with the principal amount thereof, in the manner provided in the FORM OF BONDS at the rates set forth in the Award Certificate. Attached to the Award Certificate if Capital Appreciation Bonds are to be issued shall be an Exhibit (the “Compounded Amount Table”) which shall set forth the rounded original principal amounts at the Issuance Date for the Capital Appreciation Bonds and the Compounded Amounts and Maturity Amounts thereof (per \$5,000 Maturity Amount) as of each Compounding Date (defined herein), commencing on the date set forth in the Award Certificate, and continuing until the final maturity of such Capital Appreciation Bonds. The Compounded Amount with respect to any date other than a Compounding Date is the amount set forth on the Compounded Amount Table with respect to the last preceding Compounding Date, plus the portion of the difference between such amount and the amount set forth on the Compounded Amount Table with respect to the next succeeding Compounding Date that the number of days (based on 30-day months) from such last preceding Compounding Date to the date for which such determination is being calculated bears to the total number of days (based on 30-day months) from such last preceding Compounding Date to the next succeeding Compounding Date.

**SECTION 3. RIGHT OF OPTIONAL REDEMPTION.** The Board reserves the right to redeem prior to their stated maturities the Bonds, in whole or in part, in principal amounts or Maturity Amounts of \$5,000 or any integral multiple thereof at the redemption prices, to the extent, on the dates, and in the manner described in the Award Certificate.

#### **SECTION 4. CHARACTERISTICS OF THE BONDS.**

(a) Paying Agent/Registrar; Registration, Transfer, and Exchange; Authentication. The Board shall keep or cause to be kept at a designated corporate trust office of the Paying Agent/Registrar books or records for the registration and transfer of the Bonds (the “Registration Books”), and the Board hereby appoints the Paying Agent/Registrar as its registrar and transfer agent to keep such books or records and make such registrations of transfers and exchanges under such reasonable regulations as the Board and Paying Agent/Registrar may prescribe; and the Paying Agent/Registrar shall make such registrations, transfers, and exchanges as herein provided. Registration of the Bonds shall be accomplished in accordance with the provisions of this Resolution, including Section 14 relating to DTC’s Book-Entry-Only System. The Authorized Representative, acting for and on behalf of the Board, is hereby authorized to solicit bids for and to select an initial Paying Agent/Registrar for the Bonds and to approve, execute and deliver for and on behalf of the Board a Paying Agent/Registrar Agreement (defined herein) to reflect the appointment, responsibilities and compensation of the Paying Agent/Registrar, such approval to be conclusively evidenced by the Authorized Representative’s execution thereof. The Paying Agent/Registrar shall obtain and record in the Registration Books the address of the

Registered Owner to which payments with respect to the Bonds shall be mailed, as herein provided; but it shall be the duty of each Registered Owner to notify the Paying Agent/Registrar in writing of the address to which payments shall be mailed, and such interest payments shall not be mailed unless such notice has been given. To the extent possible and under reasonable circumstances, all transfers of Bonds shall be made within three business days after request and presentation thereof. The Board shall have the right to inspect the Registration Books during the Paying Agent/Registrar's regular business hours, but otherwise the Paying Agent/Registrar shall keep the Registration Books confidential and, unless otherwise required by law, shall not permit their inspection by any other entity. The Paying Agent/Registrar's standard or customary fees and charges for making such registration, transfer, exchange and delivery of a substitute Bond or Bonds shall be paid as provided in the FORM OF BONDS set forth in this Resolution. Registration of assignments, transfers, and exchanges of Bonds shall be made in the manner provided and with the effect stated in the FORM OF BONDS set forth in this Resolution. Each substitute Bond shall bear a letter and/or number to distinguish it from each other Bond.

Except as provided in subsection (c) below, an authorized representative of the Paying Agent/Registrar shall, before the delivery of any such Bond, date and manually sign the Paying Agent/Registrar's Authentication Certificate, and no such Bond shall be deemed to be issued or outstanding unless such Authentication Certificate is so executed. The Paying Agent/Registrar promptly shall cancel all paid Bonds and Bonds surrendered for transfer and exchange. No additional action need be taken by the Board or any other body or person so as to accomplish the foregoing transfer and exchange of any Bond or portion thereof, and the Paying Agent/Registrar shall provide for the printing, execution, and delivery of the substitute Bonds. Pursuant to Chapter 1201, Texas Government Code, as amended, the duty of transfer and exchange of Bonds as aforesaid is hereby imposed upon the Paying Agent/Registrar, and upon the execution of said certificate, the transferred and exchanged Bond shall be valid, incontestable, and enforceable in the same manner and with the same effect as the Initial Bond.

(b) Payment of Bonds and Interest. The Board hereby further appoints the Paying Agent/Registrar to act as the paying agent for paying the principal and Maturity Amount of and interest on the Bonds, all as provided in this Resolution. The Paying Agent/Registrar shall keep proper records of all payments made by the Board and the Paying Agent/Registrar with respect to the Bonds.

(c) In General. The Bonds (i) shall be issued in fully registered form, without interest coupons, with the principal of and interest on or Maturity Amount of such Bonds to be payable only to the Registered Owners thereof; (ii) may and shall be prepaid or redeemed prior to the respective scheduled maturity dates; (iii) may be transferred and assigned; (iv) may be exchanged for other Bonds; (v) shall have the characteristics; (vi) shall be signed, sealed, executed, and authenticated; and (vii) shall be administered, and the Paying Agent/Registrar and the Board shall have certain duties and responsibilities with respect to the Bonds, all as provided, and in the manner and to the effect as required or indicated, in the FORM OF BONDS set forth in this Resolution and in the Award Certificate. The Initial Bond shall be delivered to the Initial Purchaser and is not required to be, and shall not be, authenticated by the Paying Agent/Registrar, but on each Bond issued in exchange for the Initial Bond or any Bond or Bonds issued under this Resolution the Paying Agent/Registrar shall execute the Paying



Agent/Registrar's Authentication Certificate, in the form set forth in the FORM OF BONDS set forth in this Resolution.

**SECTION 5. FORMS.** The form of all Bonds, including the form of Paying Agent/Registrar's Authentication Certificate, the form of Assignment, and the form of Registration Certificate of the Comptroller of Public Accounts, to accompany the Initial Bond on the initial delivery thereof shall be, respectively, substantially as provided in Exhibit A hereto, with such appropriate variations, omissions, or insertions as are permitted or required by this Resolution and the Award Certificate.

**SECTION 6. DEFINITIONS.** In addition to terms defined elsewhere in this Resolution, as used in this Resolution, the following terms shall have the meanings set forth below, unless expressly provided otherwise herein or unless the context shall indicate a contrary meaning or intent:

"Additional Parity Obligations" means the additional obligations of the Board permitted to be issued pursuant to Section 12 of this Resolution or pursuant to the Parity Bond Resolutions, such obligations to be payable from and secured by a first lien on and pledge of the Available University Fund Share on a parity with and of equal dignity to the Outstanding Parity Bonds and the Bonds.

"Applicable Law" has the meaning ascribed thereto in the preamble to this Resolution.

"Attorney General" means the Attorney General of the State of Texas.

"Authorized Denominations" means, except as otherwise provided in the Award Certificate, \$5,000 in principal amount or any integral multiple thereof with respect to Current Interest Bonds and \$5,000 in Maturity Amount or any integral multiple thereof with respect to Capital Appreciation Bonds.

"Authorized Representative" means one or more of the following officers or employees of the System, to-wit: the Chancellor, the Executive Vice Chancellor and Chief Financial Officer, and the Chief Investment Officer and Treasurer, or in the event of a vacancy in any such position, the person duly authorized to act in such capacity pending the appointment of a successor to such position, or such other officer or employee of the System authorized by the Board to act as an Authorized Representative.

"Available University Fund" means the fund by that name specified in the Constitutional Provision, which fund consists of the distributions made to it from the total return on all investment assets of the Permanent University Fund, including the net income attributable to the surface of Permanent University Fund land, as determined by the Board of Regents of The University of Texas System pursuant to the Constitutional Provision.

"Available University Fund Share" means the System's one-third interest in the Available University Fund as apportioned and provided in the Constitutional Provision.

“Award Certificate” means the certificate to be signed and delivered pursuant to Section 2(b) of this Resolution in connection with each Series of Bonds which establishes the terms of the Bonds.

“Board of Regents” or “Board” means the Board of Regents of the System.

“Bond” or “Bonds” mean one or more, as the case may be, of the Bonds authorized to be issued by this Resolution.

“Bond Counsel” means Bracewell LLP, or such other nationally-recognized firm designated by the Board as Bond Counsel for purposes of this Resolution.

“Bond Counsel Opinion” means, with respect to any action the occurrence of which requires such an opinion relating to the Bonds, an unqualified opinion of Bond Counsel to the effect that such action is permitted under State law and this Resolution and, with respect to Tax-Exempt Bonds, will not adversely affect the exclusion from gross income for federal income tax purposes of interest on such Tax-Exempt Bonds (subject to the inclusion of any exceptions contained in the opinion delivered upon original issuance of the Tax-Exempt Bonds).

“Bond Purchase Contract” means the Board’s agreement with a senior managing underwriter providing for the sale of a Series of Bonds on a negotiated basis as authorized by Section 20 hereof; provided that two or more Series of Bonds may be sold to the same senior managing underwriter pursuant to the terms of a single Bond Purchase Contract.

“Bond Year” means the period beginning on July 2 of any calendar year and continuing through July 1 of the following calendar year.

“Business Day” means any day other than a Saturday, Sunday, or legal holiday, or a day on which banking institutions in either the State of New York or the State of Texas are authorized by law or executive order to close.

“Capital Appreciation Bonds” means Bonds on which no interest is paid prior to maturity, maturing variously in each of the years and in the Maturity Amounts as set forth in the Award Certificate.

“Code” means the Internal Revenue Code of 1986, as amended, and, with respect to a specific section thereof, such reference shall be deemed to include (a) the Regulations promulgated under such section, (b) any successor provision of similar import hereafter enacted, (c) any corresponding provision of any subsequent Internal Revenue Code, and (d) the regulations promulgated under the provisions described in (b) and (c).

“Commercial Paper Notes” means commercial paper notes of the Board issued as Subordinate Lien Obligations pursuant to the Board’s resolution adopted on September 26, 2008, as amended on February 4, 2011.

“Compounded Amount” means, with respect to a Capital Appreciation Bond, as of any particular date of calculation, the original principal amount thereof, plus all interest accrued and

compounded to the particular date of calculation, as determined in accordance with Section 2(c) of this Resolution and the Compounded Amount Table relating to such Bonds.

“Compounded Amount Table” means, with respect to the Capital Appreciation Bonds, the Compounded Amount Table as defined in Section 2(c) of this Resolution.

“Compounding Dates” means Compounding Dates as defined in Section 2(c) of this Resolution.

“Comptroller” means the Comptroller of Public Accounts of the State of Texas or any successor thereto.

“Constitutional Provision” means Section 18 of Article VII of the Constitution of the State, as amended and in effect on the date hereof, and any amendment thereto or any other provision or amendment to the Constitution of the State relating to the Permanent University Fund hereafter approved by the voters of the State.

“Current Interest Bonds” means Bonds paying current interest and maturing in each of the years and in the aggregate principal amounts set forth in the Award Certificate.

“Definitive Bonds” means the Bonds issued in exchange for the Initial Bond.

“DTC” means The Depository Trust Company, New York, New York, and its successors and assigns.

“DTC Participant” means securities brokers and dealers, banks, trust companies, clearing corporations, and certain other organizations on whose behalf DTC was created to hold securities to facilitate the clearance and settlement of securities transactions among DTC Participants.

“Eligible Project” means the acquisition of land either with or without permanent improvements, the construction and equipping of buildings or other permanent improvements, major repair and rehabilitation of buildings and other permanent improvements, the acquisition of capital equipment and library books and library materials. The term “Eligible Project” does not include the constructing, equipping, repairing, or rehabilitating of buildings or other permanent improvements that are to be used for student housing, intercollegiate athletics, or auxiliary enterprises.

“Escrow Agent” means the Escrow Agent set forth in the Award Certificate, if any, and any successor thereto.

“Escrow Agreement” means an agreement between the Board and the Escrow Agent as authorized by Section 23 hereof, as each such agreement may be amended from time to time in accordance with the terms thereof.

“Fiscal Year” means the 12-month operational period of both the System and the Permanent University Fund, commencing on September 1 of each year and ending on the following August 31.

“Government Obligations” means (i) direct noncallable obligations of the United States of America, including obligations that are unconditionally guaranteed by the United States of America (including Interest Strips of the Resolution Funding Corporation), (ii) noncallable obligations of an agency or instrumentality of the United States of America, including obligations that are unconditionally guaranteed or insured by the agency or instrumentality and that, on the date the Board adopts or approves proceedings authorizing the issuance of refunding bonds or otherwise provides for the funding of an escrow to effect the defeasance of the Bonds, are rated as to investment quality by a nationally recognized investment rating firm not less than “AAA” or its equivalent, (iii) noncallable obligations of a state or an agency or a county, municipality, or other political subdivision of a state that have been refunded and that, on the date the Board adopts or approves proceedings authorizing the issuance of refunding bonds or otherwise provides for the funding of an escrow to effect the defeasance of the Bonds, are rated as to investment quality by a nationally recognized investment rating firm not less than “AAA” or its equivalent, and (iv) any other then authorized securities or obligations under applicable State law in existence on the date the Board adopts or approves any proceedings authorizing the issuance of refunding bonds or otherwise provides for the funding of an escrow to effect the defeasance of the Bonds that may be used to defease obligations such as the Bonds.

“Initial Bond” means the Bond of a Series initially delivered hereunder and upon which the registration certificate, manually executed by or on behalf of the Comptroller of Public Accounts of the State of Texas, has been placed.

“Initial Purchaser” has the meaning given in Section 2 hereof.

“Issuance Date” means the date of delivery of each Series of Bonds to the Initial Purchasers thereof.

“MSRB” means the Municipal Securities Rulemaking Board.

“Maturity” means the date on which the principal of a Bond becomes due and payable as therein and herein provided, whether at Stated Maturity, by redemption, or otherwise.

“Maturity Amount” means the Compounded Amount of a Capital Appreciation Bond due on its Stated Maturity.

“Nationally-Recognized Rating Agency” means any nationally-recognized securities rating agency that provides a rating on the Bonds at the request of the Board.

“Outstanding Parity Bonds” has the meaning ascribed thereto in the preamble to this Resolution.

“Parity Bond Resolutions” has the meaning ascribed thereto in the preamble to this Resolution.

“Parity Obligations” means the Outstanding Parity Bonds, the Bonds, and any Additional Parity Obligations outstanding on the date of adoption of this Resolution or thereafter issued.

“Paying Agent/Registrar,” “Paying Agent,” or “Registrar” means an agent appointed pursuant to Section 2(b) of this Resolution, or any successor thereto.

“Paying Agent/Registrar Agreement” means a Paying/Agent Registrar Agreement executed by the Board and a Paying Agent/Registrar pursuant to Section 4(a) of this Resolution, substantially in the form previously approved by the Board, as such agreement may be amended from time to time in accordance with the terms thereof.

“Permanent University Fund” means the Permanent University Fund as created, established, implemented, and administered pursuant to Article VII, Sections 10, 11, 11a, 15, and 18 of the Texas Constitution, as currently or hereafter amended, and further implemented by the provisions of Chapter 66, Texas Education Code, as amended.

“Permanent University Fund Obligations” means, collectively, all bonds or notes of the Board heretofore or hereafter issued and delivered pursuant to the provisions of the Constitutional Provision, payable from and secured by a lien on and pledge of the Available University Fund Share, including, but not limited to, Parity Obligations and Subordinate Lien Obligations.

“Potential Refunded Bonds” means any of the Outstanding Parity Bonds.

“Principal and Interest Requirements” means, with respect to any Fiscal Year, the respective amounts of principal of and interest on all outstanding Permanent University Fund Obligations scheduled to be paid in such Fiscal Year from the Available University Fund Share. If the rate or rates of interest to be borne by any Additional Parity Obligations or Subordinate Lien Obligations is not fixed, but is variable or adjustable by any formula, agreement, or otherwise, and therefore cannot be calculated as actually being scheduled to be paid in a particular amount for any particular period, then for the purposes of the previous sentence, such Additional Parity Obligations or Subordinate Lien Obligations shall be deemed to bear interest at all times to maturity or due date at the lesser of (i) the maximum rate then permitted by law or (ii) the maximum rate specified in such Additional Parity Obligations or Subordinate Lien Obligations.

“Project Costs” means all costs and expenses incurred in relation to Eligible Projects, including, without limitation, design, planning, engineering, and legal costs; acquisition costs of land, interests in land, right-of-way and easements; construction costs; costs of machinery, equipment, and other capital assets incident and related to the operation, maintenance, and administration of an Eligible Project; and financing costs, including interest during construction and thereafter; underwriters' discount and/or fees; legal, financial, and other professional services; and reimbursements for such Project Costs attributable to an Eligible Project incurred prior to issuance and delivery of the Bonds.

“Refunded Bonds” means the Potential Refunded Bonds to be refunded by a Series of Bonds as set forth in the Award Certificate.

“Refunded Notes” means the Commercial Paper Notes to be refunded by a Series of Bonds as set forth in the Award Certificate.

“Refunded Obligations” means, collectively, the Refunded Notes, if any, and the Refunded Bonds, if any, refunded by a Series.

“Refunding Bonds” means any Series of Bonds issued for the purpose of refunding any of the Refunded Obligations and paying the costs of issuance of such Bonds thereby constituting "refunding bonds" for purposes of subsection (g) of the Constitutional Provision.

“Registered Owner” has the meaning ascribed thereto in Section 2 of this Resolution.

“Regulations” means the applicable proposed, temporary or final Treasury Regulations promulgated under the Code or, to the extent applicable to the Code, under the Internal Revenue Code of 1954, as such regulations may be amended or supplemented from time to time.

“Rule” means SEC Rule 15c2-12, as amended from time to time.

“SEC” means the United States Securities and Exchange Commission.

“Series” means any designated series of Bonds issued pursuant to this Resolution.

“State” means the State of Texas.

“Stated Maturity” with respect to any Bond, means the scheduled maturity or mandatory sinking fund redemption date of the Bond.

“Subordinate Lien Obligations” means those bonds, notes, or other obligations of the Board, including the Commercial Paper Notes, payable from, and secured by a lien on and a pledge of, the Available University Fund Share that is junior and subordinate to the pledge of and lien on the Available University Fund Share that secures the Parity Obligations.

“System” means The Texas A&M University System.

“Tax-Exempt Bonds” means a series or installment of Bonds, the interest on which is excludable from gross income from federal income tax purposes, as determined and set forth in the Award Certificate therefor.

“Taxable Bonds” means a series or installment of Bonds, the interest on which is not excludable from gross income for federal income tax purposes, as determined and set forth in the Award Certificate therefor.

“UT Board” means the Board of Regents of The University of Texas System.

**SECTION 7. PLEDGE.** Pursuant to the Constitutional Provision, the Bonds and any Additional Parity Obligations hereafter issued, and the interest thereon, shall be and are hereby equally and ratably secured, together with the Outstanding Parity Bonds, by and payable from a first lien on and pledge of the Available University Fund Share.

**SECTION 8. PERFECTION OF SECURITY.** Chapter 1208, Texas Government Code, applies to the issuance of the Parity Obligations and the pledge of the Available University

Fund Share made in Section 7 of this Resolution, and such pledge is, therefore, valid, effective, and perfected. Should State law be amended at any time while the Bonds are outstanding and unpaid, the result of such amendment being that the pledge of the Available University Fund Share is to be subject to the filing requirements of Chapter 9, Texas Business & Commerce Code, in order to preserve to the Registered Owners a security interest in such pledge, the Board agrees to take such measures as it determines are reasonable and necessary to enable a filing of a security interest in said pledge to occur.

## **SECTION 9. PAYMENT OF BONDS AND ADDITIONAL PARITY OBLIGATIONS.**

(a) Payment of the Bonds. The Comptroller previously has established and shall maintain in the State Treasury a fund known as the “Board of Regents of The Texas A&M University System Permanent University Fund Bonds Interest and Sinking Fund” (the “Interest and Sinking Fund”). The Board and the officers of the System shall cause the Comptroller to (i) transfer to the Interest and Sinking Fund, out of the fund in the State Treasury to which is deposited the Available University Fund Share, such fund being designated the “The Texas A&M University System Available University Fund”, on or before each date upon which the principal of, premium, if any, or interest on any Parity Obligations is due and payable, whether by reason of maturity, mandatory redemption, or optional redemption prior to maturity and (ii) withdraw from the Interest and Sinking Fund and deposit with the Paying Agent/Registrar, on or before each such date, the amounts of interest or principal, premium, if any, and interest which will come due on the Parity Obligations on each such date, and in such manner that such amounts, in immediately available funds, will be on deposit with the Paying Agent/Registrar at least by each such date.

(b) Payment of Additional Parity Obligations. When Additional Parity Obligations are issued pursuant to the provisions of this Resolution, the Board, the officers of the System, and the Comptroller shall follow substantially the same procedures as provided above in connection with paying the principal of and interest on such Additional Parity Obligations when due; provided, however, that other and different banks or places of payment (paying agents) and/or paying agent/registrar, dates and methods of payment, and other procedures not in conflict with this Resolution may be named and provided for in connection with each issue of Additional Parity Obligations. In the event that any such Additional Parity Obligations are made redeemable prior to maturity, the resolution or resolutions authorizing the issuance of such Additional Parity Obligations shall prescribe the appropriate procedures for redeeming the same.

**SECTION 10. DISPOSITION OF FUNDS.** After provision has been made for the payment of the principal of, premium, if any, and interest on the Parity Obligations the balance of the Available University Fund Share each year shall be made available to the Board for payment of any Subordinate Lien Obligations and, thereafter, shall be available to the Board in the manner and to the extent provided by law and by regulations of the Board to be used by the Board as it may lawfully direct.

**SECTION 11. INVESTMENTS.** Subject to the requirements of any Parity Bond Resolution and except as may be otherwise provided herein, (i) money in any account or fund established or affirmed pursuant to this Resolution may be invested at the direction of an

Authorized Representative in the manner prescribed by law and in accordance with the written policies adopted by the Board, and (ii) the interest and income derived from such investments shall be credited to the account or fund from which the deposit or investment was made and shall be used only for the purpose or purposes for which such account or fund is required or permitted to be used.

## **SECTION 12. ADDITIONAL OBLIGATIONS.**

(a) Additional Parity Obligations. The Board reserves the right and shall have full power at any time and from time to time, to authorize, issue, and deliver Additional Parity Obligations, in as many separate installments or series as deemed advisable by the Board but only for the purpose and to the extent provided in the Constitutional Provision, or in any amendment hereafter made to the Constitutional Provision, or for refunding purposes as provided by Applicable Law. Such Additional Parity Obligations when issued, and the interest thereon, shall be equally and ratably secured by and payable from a first lien on and pledge of the Available University Fund Share, in the same manner and to the same extent as are the Parity Obligations, and shall be on a parity and in all respects of equal dignity. It is further covenanted that no installment or series of Additional Parity Obligations shall be issued and delivered unless the Authorized Representative, or some other financial officer of the System designated by the Board, executes a certificate to the effect that (i) for the Fiscal Year immediately preceding the date of said certificate, the amount of the Available University Fund Share was at least 1.5 times the average annual Principal and Interest Requirements of the installment or series of Additional Parity Obligations then proposed to be issued and the Parity Obligations which are then and will be outstanding after the issuance and delivery of said proposed installment or series; provided, however, that the certification required by this clause (i) shall only remain in effect so long as any Parity Obligation that was outstanding on August 3, 2012, remains outstanding; and (ii) the total principal amount of all Permanent University Fund Obligations that will be outstanding after the issuance and delivery of the installment or series of Additional Parity Obligations then proposed to be issued will not exceed 10% of the cost value of investments and other assets of the Permanent University Fund (exclusive of real estate) at the time the proposed series or installment of Additional Parity Obligations is issued.

(b) Subordinate Lien Obligations. The Board may, at any time and from time to time, for any lawful purpose permitted pursuant to the terms of the Constitutional Provision, issue Subordinate Lien Obligations, the principal of and redemption premium, if any, and interest on which are payable from and secured by a pledge of and lien on the Available University Fund Share junior and subordinate to the lien and pledge created hereby for the security of the Parity Obligations; provided, however, that any such pledge and lien securing such Subordinate Lien Obligations shall be, and shall be expressed to be, subordinate in all respects to the pledge of and lien on the Available University Fund Share pledged as security for the Parity Obligations.

**SECTION 13. GENERAL COVENANTS.** The Board covenants and agrees with the Registered Owners as follows:

(a) It is recognized that the UT Board is the legal custodian of the Permanent University Fund, having sole power to administer and invest the Permanent University Fund in accordance with applicable law, provided that the Constitutional Provision affirmatively



appropriates out of the Available University Fund Share an annual amount sufficient to pay the principal and interest on the Permanent University Fund Obligations. Therefore, while the Parity Obligations or the Subordinate Lien Obligations are outstanding and unpaid, the Board covenants to use its best efforts to cause the Permanent University Fund to be administered, invested, and the income therefrom to be distributed, all as required by law and consistent with the Parity Bond Resolutions and this Resolution.

(b) The Board will duly and punctually pay or cause to be paid the principal of every Parity Obligation and all Subordinate Lien Obligations, while outstanding, and the interest thereon, from the sources, on the days, at the places, and in the manner mentioned and provided in such obligations, according to the true intent and meaning thereof, and it will duly cause to be called for redemption prior to maturity, and will cause to be redeemed prior to maturity, all Parity Obligations and Subordinate Lien Obligations which, by their terms, are mandatorily required to be redeemed prior to maturity, when and as so required, and it will faithfully do and perform and at all times fully observe all covenants, undertakings, and provisions contained in this Resolution and in the aforesaid obligations.

(c) Except for the benefit of the Parity Obligations, and the interest thereon, the Board will not at any time create or allow to accrue or exist any lien or charge upon the Interest and Sinking Fund or the Available University Fund Share, unless such lien or charge is made junior and subordinate in all respects to the liens, pledges, and covenants in connection with the Parity Obligations, but the right to issue Subordinate Lien Obligations payable from the Available University Fund Share, as specified in Section 12(b) of this Resolution, is specifically reserved by the Board. The lien created by this Resolution will not be impaired in any manner as a result of any action or non-action on the part of the Board or officers of the System.

(d) Proper books of records and accounts will be kept in which true, full, and correct entries will be made of all income, expenses, and transactions of and in relation to the Permanent University Fund and each and every part thereof in accordance with accepted accounting practices, and as soon after the close of each Fiscal Year as reasonably may be done, the Board will furnish to all bondholders and Registered Owners who may so request, such audits and reports by the State Auditor of the State for the preceding Fiscal Year, concerning the Permanent University Fund, the Available University Fund Share, and the Parity Obligations, as the State Auditor is required by applicable law to prepare and distribute.

(e) No portion of the proceeds of the Bonds will be used for the purpose of constructing, equipping, repairing, or rehabilitating buildings or other permanent improvements that are to be used for student housing, intercollegiate athletics, or auxiliary enterprises.

(f) The Board will (i) pay the standard or customary fees and charges of the Paying Agent/Registrar for its services with respect to the payment of the principal of and interest on the Bonds, when due, and (ii) pay the fees and charges of the Paying Agent/Registrar for services with respect to (A) the transfer of registration of the Bonds, and (B) solely to the extent provided in this Resolution, the exchange of the Bonds.

(g) At all times while the Bonds are outstanding, the Board will provide a competent and legally qualified bank, trust company, financial institution, or other agency to act as and

perform the services of Paying Agent/Registrar for the Bonds under this Resolution. The Paying Agent/Registrar will be one entity. The Board reserves the right to, and may at its option, change the Paying Agent/Registrar upon not less than 60 days written notice to the Paying Agent/Registrar, to be effective not later than 60 days prior to the next principal or interest payment date after such notice. In the event that the entity at any time acting as Paying Agent/Registrar (or its successor by merger, acquisition, or other method) should resign or otherwise cease to act as such, the Board covenants that it will promptly appoint a competent and legally qualified bank, trust company, financial institution, or other agency to act as Paying Agent/Registrar under this Resolution. Upon any change in the Paying Agent/Registrar, the previous Paying Agent/Registrar promptly shall transfer and deliver the Registration Books (or a copy thereof), along with all other pertinent books and records relating to the Bonds, to the new Paying Agent/Registrar designated and appointed by the Board. Upon any change in the Paying Agent/Registrar, the Board promptly will cause a written notice thereof to be sent by the new Paying Agent/Registrar to each Registered Owner, by United States mail, first-class postage prepaid, which notice also shall give the address of the new Paying Agent/Registrar. By accepting the position and performing as such, each Paying Agent/Registrar shall be deemed to have agreed to the provisions of this Resolution, and a certified copy of this Resolution shall be delivered to each Paying Agent/Registrar.

**SECTION 14. BOOK-ENTRY-ONLY SYSTEM.** It is intended that the Bonds initially be registered so as to participate in a securities depository system (the “DTC System”) with DTC, as set forth herein. The Definitive Bonds shall be issued in the form of a separate single definitive Bond for each maturity. Upon issuance, the ownership of each such Bond shall be registered in the name of Cede & Co., as the nominee of DTC, and all of the outstanding Bonds shall be registered in the name of Cede & Co., as the nominee of DTC. The Board and the Paying Agent/Registrar are authorized to execute, deliver, and take the actions set forth in such letters to or agreements with DTC as shall be necessary to effectuate the DTC System, including a “Letter of Representations” (the “Representation Letter”).

With respect to the Bonds registered in the name of Cede & Co., as nominee of DTC, the Board and the Paying Agent/Registrar shall have no responsibility or obligation to any broker-dealer, bank, or other financial institution for which DTC holds the Bonds from time to time as securities depository (a “Depository Participant”) or to any person on behalf of whom such a Depository Participant holds an interest in the Bonds (an “Indirect Participant”). Without limiting the immediately preceding sentence, the Board and the Paying Agent/Registrar shall have no responsibility or obligation with respect to (i) the accuracy of the records of DTC, Cede & Co., or any Depository Participant with respect to any ownership interest in the Bonds, or (ii) the delivery to any Depository Participant or any Indirect Participant or any other Person, other than a Registered Owner of a Bond, of any amount with respect to principal of or interest on the Bonds. While in the DTC System, no person other than Cede & Co., or any successor thereto, as nominee for DTC, shall receive a Bond evidencing the obligation of the Board to make payments of principal and interest pursuant to this Resolution. Upon delivery by DTC to the Paying Agent/Registrar of written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., and subject to the provisions in this Resolution with respect to interest checks or drafts being mailed to the holder, the words “Cede & Co.” in this Resolution shall refer to such new nominee of DTC.

In the event that (a) the Board determines that DTC is incapable of discharging its responsibilities described herein and in the Representation Letter, (b) the Representation Letter shall be terminated for any reason, or (c) DTC or the Board determines that it is in the best interest of the Registered Owners that they be able to obtain certificated Bonds, the Board shall notify the Paying Agent/Registrar, DTC, and Depository Participants of the availability within a reasonable period of time through DTC of certificated Bonds, and the Bonds shall no longer be restricted to being registered in the name of Cede & Co., as nominee of DTC. At that time, the Board may determine that the Bonds shall be registered in the name of and deposited with a successor depository operating a securities depository system, as may be acceptable to the Board, or such depository's agent or designee, and if the Board and the Paying Agent/Registrar do not select such alternate securities depository system, then the Bonds may be registered in whatever names the Registered Owners transferring or exchanging the Bonds shall designate, in accordance with the provisions hereof.

Notwithstanding any other provision of this Resolution to the contrary, so long as any Bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to principal of and interest on such Bond and all notices with respect to such Bond shall be made and given, respectively, in the manner provided in the Representation Letter.

#### **SECTION 15. AMENDMENT OF RESOLUTION.**

(a) The owners of the Parity Obligations aggregating 51% in principal amount of the aggregate principal amount of then outstanding Parity Obligations shall have the right, from time to time, to approve any amendment to any resolution authorizing the issuance of Parity Obligations which may be deemed necessary or desirable by the Board; provided, however, that nothing herein contained shall permit or be construed to permit, without the approval of the owners of all of the outstanding Parity Obligations, the amendment of the terms and conditions in said resolutions or in the Parity Obligations so as to (i) make any change in the maturity of the outstanding Parity Obligations; (ii) reduce the rate of interest borne by any of the outstanding Parity Obligations; (iii) reduce the amount of the principal payable on the outstanding Parity Obligations; (iv) modify the terms of payment of principal of or interest on the outstanding Parity Obligations, or impose any conditions with respect to such payment; (v) affect the rights of the owners of less than all of the Parity Obligations then outstanding; or (vi) change the minimum percentage of the principal amount of Parity Obligations necessary for consent to such amendment.

(b) If at any time the Board shall desire to amend a resolution under this Section, the Board shall cause notice of the proposed amendment to be published in a financial newspaper or journal published in New York, New York, once during each calendar week for at least two successive calendar weeks. Such notice shall briefly set forth the nature of the proposed amendment and shall state that a copy thereof is on file at the principal office of each Paying Agent/Registrar for the Parity Obligations for inspection by all owners of Parity Obligations. Such publication is not required, however, if written notice is given to each owner of Parity Obligations.

(c) Whenever at any time not less than 30 days, and within one year, from the date of the first publication of said notice or other service of written notice of the proposed amendment,

the Board shall receive an instrument or instruments executed by the owners of at least 51% in aggregate principal amount of all Parity Obligations then outstanding, which instrument or instruments shall refer to the proposed amendment described in said notice and which specifically consent to and approve such amendment in substantially the form of the copy thereof on file as aforesaid, the Board may adopt the amendatory resolution in substantially the same form.

(d) Any consent given by the owner of a Parity Obligation pursuant to the provisions of this Section shall be irrevocable for a period of six months from the date of the first publication or other service of the notice provided for in this Section, and shall be conclusive and binding upon all future owners of the same Parity Obligations during such period. Such consent may be revoked at any time after six months from the date of the first publication of such notice by the owner who gave such consent, or by a successor in title, by filing notice thereof with the Paying Agent/Registrar for such Parity Obligations and the Board, but such revocation shall not be effective if the owners of 51% in aggregate principal amount of the then-outstanding Parity Obligations as in this Section defined have, prior to the attempted revocation, consented to and approved the amendment.

(e) Notwithstanding the provisions of Subsections (a)-(d) of this Section and subject to the requirements of the resolutions authorizing the Outstanding Parity Bonds, this Resolution and the rights and obligations of the Board and of the owners of the Bonds may, to the extent permitted by law, be modified or amended at any time by a supplemental resolution, without notice to or the consent of any owners of the Bonds, to cure any ambiguity, or to cure or correct any defective provision contained in this Resolution, upon receipt by the Board of an approving opinion of Bond Counsel that the same is needed for such purpose and will more clearly express the intent of this Resolution.

(f) Upon the adoption of any amendatory resolution adopted by the Board pursuant to the provisions of this Section, the resolution being amended shall be deemed to be amended in accordance with the amendatory resolution, and the respective rights, duties, and obligations of the Board and all the owners of then-outstanding Parity Obligations and all future Parity Obligations shall thereafter be determined, exercised, and enforced thereunder, subject in all respects to such amendment.

## **SECTION 16. DAMAGED, MUTILATED, LOST, STOLEN, OR DESTROYED BONDS.**

(a) Replacement Bonds. In the event any outstanding Bond is damaged, mutilated, lost, stolen, or destroyed, the Paying Agent/Registrar shall cause to be printed, executed, and delivered a new Bond of the same principal amount, Maturity Amount, maturity, and interest rate, as the damaged, mutilated, lost, stolen, or destroyed Bond, in replacement for such Bond in the manner hereinafter provided.

(b) Application for Replacement Bonds. Application for replacement of damaged, mutilated, lost, stolen, or destroyed Bonds shall be made to the Paying Agent/Registrar. In every case of loss, theft, or destruction of a Bond, the applicant for a replacement bond shall furnish to the Board and to the Paying Agent/Registrar such security or indemnity as may be required by

them to save each of them harmless from any loss or damage with respect thereto. Also, in every case of loss, theft, or destruction of a Bond, the applicant shall furnish to the Board and to the Paying Agent/Registrar evidence to their satisfaction of the loss, theft, or destruction of such Bond, as the case may be. In every case of damage or mutilation of a Bond, the applicant shall surrender to the Paying Agent/Registrar for cancellation the Bond so damaged or mutilated.

(c) Payment in Lieu of Replacement. Notwithstanding the foregoing provisions of this Section, in the event any such Bond shall have matured, and no default has occurred which is then continuing in the payment of the principal of or interest on the Bond, the Board may authorize the payment of the same (without surrender thereof except in the case of a damaged or mutilated Bond) instead of issuing a replacement Bond, provided security or indemnity is furnished as provided above in this Section.

(d) Charge for Issuing Replacement Bonds. Prior to the issuance of any replacement Bond, the Paying Agent/Registrar shall charge the owner of such Bond with all legal, printing, and other expenses in connection therewith. Every replacement Bond issued pursuant to the provisions of this Section by virtue of the fact that any Bond is lost, stolen, or destroyed shall constitute a contractual obligation of the Board whether or not the lost, stolen, or destroyed Bond shall be found at any time, or be enforceable by anyone, and shall be entitled to all the benefits of this Resolution equally and proportionately with any and all other Bonds duly issued under this Resolution.

(e) Authority for Issuing Replacement Bonds. In accordance with Chapter 1201, Texas Government Code, as amended, this Section shall constitute authority for the issuance of any such replacement Bond without necessity of further action by the governing body of the Board or any other body or person, and the duty of the replacement of such Bonds is hereby authorized and imposed upon the Paying Agent/Registrar, and the Paying Agent/Registrar shall authenticate and deliver such Bonds in the form and manner and with the effect, as provided in Section 4(a) of this Resolution, for Bonds issued in exchange for other Bonds.

## **SECTION 17. DEFEASANCE OF BONDS.**

(a) Any Bond and the interest thereon shall be deemed to be paid, retired and no longer outstanding (a "Defeased Bond") within the meaning of this Resolution, except to the extent provided in subsections (c) and (e) of this Section, when payment of the principal of such Bond, plus interest thereon, with respect to Current Interest Bonds, and/or the Maturity Amount with respect to Capital Appreciation Bonds, to the due date or dates (whether such due date or dates be by reason of maturity, upon redemption, or otherwise) either (i) shall have been made or caused to be made in accordance with the terms thereof (including the giving of any required notice of redemption or the establishment of irrevocable provisions for the giving of such notice) or (ii) shall have been provided for on or before such due date by irrevocably depositing with or making available to the Paying Agent/Registrar or an eligible trust company or commercial bank for such payment (1) lawful money of the United States of America sufficient to make such payment, (2) Government Obligations that mature as to principal and interest in such amounts and at such times as will ensure the availability, without reinvestment, of sufficient money to provide for such payment and when proper arrangements have been made by the Board with the Paying Agent/Registrar or an eligible trust company or commercial bank for the payment of its

services until all Defeased Bonds shall have become due and payable or (3) any combination of (1) and (2). At such time as a Bond shall be deemed to be a Defeased Bond hereunder, as aforesaid, such Bond and the interest thereon shall no longer be secured by, payable from, or entitled to the benefits of, the revenues herein pledged as provided in this Resolution, and such principal and interest shall be payable solely from such money or Government Obligations.

(b) The deposit under clause (ii) of subsection (a) shall be deemed a payment of a Bond as aforesaid when proper notice of redemption of such Bonds shall have been given or upon the establishment of irrevocable provisions for the giving of such notice, in accordance with this Resolution. Any money so deposited with the Paying Agent/Registrar or an eligible trust company or commercial bank as provided in this Section may at the discretion of the Board also be invested in Government Obligations, maturing in the amounts and at the times as hereinbefore set forth, and all income from all Government Obligations in possession of the Paying Agent/Registrar or an eligible trust company or commercial bank pursuant to this Section which is not required for the payment of such Bond and premium, if any, and interest thereon with respect to which such money has been so deposited, shall be remitted to the Board.

(c) Notwithstanding any provision of any other Section of this Resolution which may be contrary to the provisions of this Section, all money or Government Obligations set aside and held in trust pursuant to the provisions of this Section for the payment of principal of the Bonds and premium, if any, and interest thereon, shall be applied to and used solely for the payment of the particular Bonds and premium, if any, and interest thereon, with respect to which such money or Government Obligations have been so set aside in trust. Until all Defeased Bonds shall have become due and payable, the Paying Agent/Registrar shall perform the services of Paying Agent/Registrar for such Defeased Bonds the same as if they had not been defeased, and the Board shall make proper arrangements to provide and pay for such services as required by this Resolution.

(d) Notwithstanding any other provision of this Resolution to the contrary, if money or Government Obligations have been deposited or set aside with the Paying Agent/Registrar or an eligible trust company or commercial bank pursuant to this Section for the payment of Bonds and such Bonds shall not have in fact been actually paid in full, no amendment of the provisions of this Section shall be made without the consent of the registered owner of each Bond affected thereby. Notwithstanding the provisions of this Section to the contrary, any Taxable Bonds issued under this Resolution may be designated by the Authorized Representative in the Award Certificate as not being subject to defeasance if such Authorized Representative determines that such treatment is in the best economic interest of the Board.

(e) Notwithstanding the provisions of subsection (a) of this Section, to the extent that, upon the defeasance of any Defeased Bond to be paid at its maturity, the Board retains the right under State law to later call that Defeased Bond for redemption in accordance with the provisions of this Resolution, the Board may call such Defeased Bond for redemption upon complying with the provisions of State law and upon the satisfaction of the provisions of subsection (a) of this Section with respect to such Defeased Bond as though it was being defeased at the time of the exercise of the option to redeem the Defeased Bond and the effect of the redemption is taken into account in determining the sufficiency of the provisions made for the payment of the Defeased Bond.

## **SECTION 18. CONTINUING DISCLOSURE.**

(a) Annual Reports. The Board shall provide annually to the MSRB, in an electronic format as prescribed by the MSRB, within six months after the end of each Fiscal Year ending after the issuance and sale of each Series of Bonds pursuant to this Resolution, financial information and operating data with respect to the Permanent University Fund as determined by the Authorized Representative at the time the Bonds are sold. The Award Certificate shall specify such financial information and operating data. Any financial statements with respect to the Permanent University Fund so to be provided shall be (1) prepared on an accrual basis, or such other basis as the UT Board may be required to employ from time to time pursuant to State law or regulation, and (2) audited, if the UT Board commissions an audit of such statements and the audit is completed within the period during which they must be provided. If audited financial statements with respect to the Permanent University Fund are not so provided within the required period, then the Board shall provide unaudited financial statements with respect to the Permanent University Fund for the applicable Fiscal Year to the MSRB, in an electronic format as prescribed by the MSRB, and shall file audited financial statements with respect to the Permanent University Fund when and if such audited financial statements become available. If audited financial statements with respect to the Permanent University Fund are not prepared for any Fiscal Year and audited financial statements are prepared with respect to the State of Texas for such Fiscal Year, the Board shall provide, or cause to be provided, the audited financial statements of the State of Texas for the applicable Fiscal Year to the MSRB, in an electronic format as prescribed by the MSRB, within six months after the end of said Fiscal Year or as soon thereafter as such audited financial statements become available from the State Auditor of the State of Texas. Any such audited financial statements of the State of Texas so provided shall be prepared in accordance with generally accepted accounting principles for state governments, as such principles may be changed from time to time to comply with State law.

If the UT Board changes the Permanent University Fund's Fiscal Year, the Board will notify the MSRB of the change (and of the date of the new Fiscal Year end) prior to the next date by which the Board otherwise would be required to provide financial information and operating data pursuant to this Section.

The financial information and operating data to be provided pursuant to this subsection (a) may be set forth in full in one or more documents or may be included by specific reference to any document that is available to the public on the MSRB's internet web site or filed with the SEC.

(b) Event Notices. As used in this subsection (b), the term "obligated person" shall mean any person, including the Board, who is either generally or through an enterprise, fund, or account of such person committed by contract or other arrangement to support payment of all or part of the obligations on the Bonds (other than providers of municipal bond insurance, letters of credit, or other liquidity facilities). The Board shall notify the MSRB, in an electronic format as prescribed by the MSRB, in a timely manner not in excess of ten business days after the occurrence of the event, of any of the following events with respect to the Bonds: (i) principal and interest payment delinquencies; (ii) non-payment related defaults, if material; (iii) unscheduled draws on debt service reserves reflecting financial difficulties; (iv) unscheduled draws on credit enhancements reflecting financial difficulties; (v) substitution of credit or

liquidity providers, or their failure to perform; (vi) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Bonds, or other material events affecting the tax status of the Bonds; (vii) modifications to rights of holders of the Bonds, if material; (viii) bond calls, if material, and tender offers; (ix) defeasances; (x) release, substitution, or sale of property securing repayment of the Bonds, if material; (xi) rating changes; (xii) bankruptcy, insolvency, receivership or similar event of the obligated person; (xiii) the consummation of a merger, consolidation, or acquisition involving an obligated person or the sale of all or substantially all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and (xiv) the appointment of a successor or additional trustee or the change of name of a trustee, if material.

For the purposes of the event identified in clause (xii) of the immediately preceding paragraph, the event is considered to occur when any of the following occur: the appointment of a receiver, fiscal agent or similar officer for an obligated person in a proceeding under the U.S. Bankruptcy Code or in any other proceeding under state or federal law in which a court or governmental authority has assumed jurisdiction over substantially all of the assets or business of the obligated person, or if such jurisdiction has been assumed by leaving the existing governing body and officials or officers in possession but subject to the supervision and orders of a court or governmental authority, or the entry of an order confirming a plan of reorganization, arrangement or liquidation by a court or governmental authority having supervision or jurisdiction over substantially all of the assets or business of the obligated person.

In addition, the Board shall notify the MSRB, in an electronic format as prescribed by the MSRB, in a timely manner, of any failure by the Board to provide financial information or operating data in accordance with subsection (a) of this Section by the time required.

(c) Identifying Information. All information and notices shall be provided to the MSRB in an electronic format, as prescribed by the MSRB, and all documents provided to the MSRB pursuant to this Section 18 shall be accompanied by identifying information, as prescribed by the MSRB.

(d) Limitations, Disclaimers, and Amendments. The Board shall be obligated to observe and perform the covenants specified in this Section 18 for so long as, but only for so long as, the Board, the Permanent University Fund, or the Available University Fund Share remains an “obligated person” with respect to the Bonds within the meaning of the Rule, except that the Board in any event will give the notice required by Section 4 of this Resolution of any Bond calls and defeasance that cause the Board, the Permanent University Fund, or the Available University Fund Share to no longer be “obligated persons”.

The provisions of this Section 18 are for the sole benefit of the holders and beneficial owners of the Bonds, and nothing in this Section 18, express or implied, shall give any benefit or any legal or equitable right, remedy, or claim hereunder to any other person. The Board undertakes to provide only the financial information, operating data, financial statements, and notices which it has expressly agreed to provide pursuant to this Section 18 and does not hereby



undertake to provide any other information that may be relevant or material to a complete presentation of the Permanent University Fund's or the Available University Fund Share's financial results, condition, or prospects, or hereby undertake to update any information provided in accordance with this Section 18 or otherwise, except as expressly provided herein. The Board does not make any representation or warranty concerning such information or its usefulness to a decision to invest in or sell Bonds at any future date.

UNDER NO CIRCUMSTANCES SHALL THE BOARD BE LIABLE TO THE HOLDER OR BENEFICIAL OWNER OF ANY BOND OR ANY OTHER PERSON, IN CONTRACT OR TORT, FOR DAMAGES RESULTING IN WHOLE OR IN PART FROM ANY BREACH BY THE BOARD, WHETHER NEGLIGENT OR WITHOUT FAULT ON ITS PART, OF ANY COVENANT SPECIFIED IN THIS SECTION 18, BUT EVERY RIGHT AND REMEDY OF ANY SUCH PERSON, IN CONTRACT OR TORT, FOR OR ON ACCOUNT OF ANY SUCH BREACH SHALL BE LIMITED TO AN ACTION FOR MANDAMUS OR SPECIFIC PERFORMANCE.

No default by the Board in observing or performing its obligations under this Section 18 shall constitute a breach of or default under this Resolution for purposes of any other provision of this Resolution. Should the Rule be amended to obligate the Board to make filings with or provide notices to entities other than the MSRB, the Board hereby agrees to undertake such obligation with respect to the Bonds in accordance with the Rule as amended.

Nothing in this Section 18 is intended or shall act to disclaim, waive, or otherwise limit the duties of the Board under federal and State securities laws.

Except as otherwise authorized by Section 32, the provisions of this Section 18 may be amended by the Board from time to time to adapt to changed circumstances that arise from a change in legal requirements, a change in law, or a change in the identity, nature, status, or type of operations of the Board or the Permanent University Fund, but only if (i) the provisions of this Section 18, as so amended, would have permitted an underwriter to purchase or sell Bonds in the primary offering of the Bonds in compliance with the Rule, taking into account any amendments or interpretations of the Rule to the date of such amendment, as well as such changed circumstances, and (ii) either (A) the holders of a majority in aggregate principal amount (or any greater amount required by any other provision of this Resolution that authorizes such an amendment) of the outstanding Bonds consent to such amendment or (B) a person that is unaffiliated with the Board and the Permanent University Fund (such as nationally-recognized bond counsel) determines that such amendment will not materially impair the interests of the holders and beneficial owners of the Bonds. If the Board so amends the provisions of this Section 18, it shall include with any amended financial information or operating data next provided in accordance with this Section 18 an explanation, in narrative form, of the reasons for the amendment and of the impact of any change in the type of financial information or operating data so provided. The Board may also amend or repeal the provisions of this continuing disclosure requirement if the SEC amends or repeals the applicable provisions of the Rule or a court of final jurisdiction enters judgment that such provisions of the Rule are invalid, but only if and to the extent that the provisions of this sentence would not prevent an underwriter from lawfully purchasing or selling Bonds in the primary offering of the Bonds.

## **SECTION 19. PROVISIONS CONCERNING FEDERAL INCOME TAX EXCLUSION.**

(a) General Tax Covenant. As used in this Section 19, the term “Bonds” shall mean only Bonds issued as Tax-Exempt Bonds. The Board intends that the interest on the Bonds be excludable from gross income for federal income tax purposes pursuant to sections 103 and 141 through 150 of the Code. The Board covenants and agrees not to take any action, or knowingly omit to take any action within its control, that if taken or omitted, respectively, would (i) cause the interest on the Bonds to be includable in gross income, as defined in section 61 of the Code, for federal income tax purposes or (ii) result in the violation of or failure to satisfy any provision of section 103 and 141 through 150 of the Code. In particular, the Board covenants and agrees to comply with each requirement of this Section 19; provided, however, that the Board will not be required to comply with any particular requirement of this Section 19 if the Board has received an opinion of Bond Counsel that (i) such noncompliance will not adversely affect the exclusion from gross income for federal income tax purposes of interest on the Bonds or (ii) compliance with some other requirement will satisfy the applicable requirements of the Code and the Regulations, in which case compliance with such other requirement will constitute compliance with the corresponding requirement specified in this Section 19. The covenants of the Board set forth in this Section 19 are intended to apply only to Bonds when, as and if issued.

(b) No Private Use or Payment and No Private Loan Financing. The Board covenants and agrees that it has made use of proceeds of the Refunded Obligations (if issued on a tax-exempt basis) and will make such use of the proceeds of the Bonds, including interest or other investment income derived from such proceeds; regulate the use of property financed, directly or indirectly, with such proceeds, and take such other and further action as may be required so that the Bonds will not be “private activity bonds” within the meaning of section 141 of the Code. Moreover, the Board will certify, through an authorized officer, employee or agent, that based upon all facts and estimates known or reasonably expected to be in existence on the date each Series of Bonds is delivered, the proceeds of the Refunded Obligations (if issued on a tax-exempt basis) have not been used, and the proceeds of the Bonds will not be used, in a manner that would cause the Bonds to be “private activity bonds” within the meaning of section 141 of the Code.

(c) No Federal Guarantee. The Board covenants and agrees that it has not taken and will not take any action, and has not knowingly omitted and will not knowingly omit to take any action, within its control, that, if taken or omitted, respectively, would cause the Bonds to be “federally guaranteed” within the meaning of section 149(b) of the Code, except as permitted by section 149(b)(3) of the Code.

(d) No Hedge Bonds. The Board covenants and agrees that it has not taken and will not take any action, and has not knowingly omitted and will not knowingly omit to take any action, within its control, that, if taken or omitted, respectively, would cause the Bonds to be “hedge bonds” within the meaning of section 149(g) of the Code. Moreover, the Board will certify, through an authorized officer, employee or agent, that based upon all facts and estimates known or reasonably expected to be in existence on the date the Bonds are delivered, the proceeds of the Refunded Obligations (if issued on a tax-exempt basis) have not been used in a

manner that would cause the Refunded Obligations (if issued on a tax-exempt basis) or the Bonds to be “hedge bonds” within the meaning of section 149(g) of the Code.

(e) No Arbitrage. The Board covenants and agrees that it will make such use of the proceeds of the Bonds, including interest or other investment income derived from Bond proceeds; regulate investments of proceeds of the Bonds; and take such other and further action as may be required so that the Bonds will not be “arbitrage bonds” within the meaning of section 148(a) of the Code. Moreover, the Board will certify, through an authorized officer, employee or agent, that based upon all facts and estimates known or reasonably expected to be in existence on the date the Bonds are delivered, the proceeds of the Refunded Obligations (if issued on a tax-exempt basis) have not been used and proceeds of the Bonds will not be used in a manner that would cause the Bonds to be “arbitrage bonds” within the meaning of section 148(a) of the Code.

(f) Arbitrage Rebate. If the Board does not qualify for an exception to the requirements of section 148(f) of the Code relating to the required rebate to the United States, the Board will take all necessary steps to comply with the requirement that certain amounts earned by the Board on the investment of the “gross proceeds” of the Bonds of each Series (within the meaning of section 148(f)(6)(B) of the Code), be rebated to the federal government. Specifically, the Board will (i) maintain records regarding the investment of the gross proceeds of the Bonds of each Series as may be required to calculate the amount earned on the investment of the gross proceeds of the Bonds of such Series separately from records of amounts on deposit in the funds and accounts of the System allocable to other bond issues of the Board or moneys that do not represent gross proceeds of any bonds of the Board, (ii) calculate at such times as are required by applicable Regulations, the amount earned from the investment of the gross proceeds of the Bonds of such Series that is required to be rebated to the federal government, and (iii) pay, not less often than every fifth anniversary date of the delivery of the Bonds of such Series or on such other dates as may be permitted under applicable Regulations, all amounts required to be rebated to the federal government. Further, the Board will not indirectly pay any amount otherwise payable to the federal government pursuant to the foregoing requirements to any person other than the federal government by entering into any investment arrangement with respect to the gross proceeds of the Bonds of a Series that might result in a reduction in the amount required to be paid to the federal government because such arrangement results in a smaller profit or a larger loss than would have resulted if the arrangement had been at arm’s length and had the yield on the issue not been relevant to either party.

(g) Information Reporting. The Board covenants and agrees to file or cause to be filed with the Secretary of the Treasury, not later than the 15th day of the second calendar month after the close of the calendar quarter in which the Bonds of such Series are issued, an information statement concerning the Bonds of such Series, all under and in accordance with section 149(e) of the Code.

(h) Record Retention. The Board will retain all pertinent and material records relating to the use and expenditure of the proceeds of the Refunded Obligations (if issued on a tax-exempt basis) and the Bonds until three years after the last Bond is redeemed, or such shorter period as authorized by subsequent guidance issued by the Department of Treasury, if applicable. All records will be kept in a manner that ensures their complete access throughout the retention period. For this purpose, it is acceptable that such records are kept either as hardcopy books and

records or in an electronic storage and retrieval system, provided that such electronic system includes reasonable controls and quality assurance programs that assure the ability of the Board to retrieve and reproduce such books and records in the event of an examination of the Bonds by the Internal Revenue Service.

(i) Deliberate Actions. The Board will not take a deliberate action (as defined in section 1.141-2(d)(3) of the Regulations) that causes the Bonds to fail to meet any requirement of section 141 of the Code after the issue date of the Bonds unless an appropriate remedial action is permitted by section 1.141-12 of the Regulations, the Board takes such remedial action and an opinion of Bond Counsel is obtained that such remedial action cures any failure to meet the requirements of section 141 of the Code.

(j) Continuing Obligation. Notwithstanding any other provision of this Resolution, the Board's obligations under the covenants and provisions of this Section 19 will survive the defeasance and discharge of the Bonds for so long as such matters are relevant to the exclusion from gross income of interest on the Bonds for federal income tax purposes.

## **SECTION 20. SALE OF THE BONDS.**

(a) The Authorized Representative is hereby authorized to act for and on behalf of the Board in connection with the issuance and sale of the Bonds. In that capacity, the Authorized Representative, acting for and on behalf of the Board, shall determine the dates for the issuance and sale of the Bonds and all other matters relating to the issuance, sale and delivery of the Bonds as set forth in Section 2(b) of this Resolution.

(b) Except as set forth in subsection (c) of this Section 20, the Bonds of each Series shall be sold through competitive bidding as required by the Constitutional Provision. For any Series of Bonds to be sold through competitive bidding pursuant to the terms hereof, the Authorized Representative shall prepare a notice of sale and bidding instructions (including an official bid form) with respect thereto to be in substantially the form and substance previously approved by the Board in connection with the authorization of Parity Obligations, which form is hereby approved, but with such changes and completions as the Authorized Representative may approve.

(c) Notwithstanding the provisions of subsection (b) of this Section 20 or any other provisions in this Resolution, any Series of Bonds constituting Refunding Bonds may be sold in the manner deemed by the Authorized Representative to be the most economically advantageous to the Board, as set forth in the Award Certificate.

If the Authorized Representative determines that a Series of Refunding Bonds should be sold by a negotiated sale, the Authorized Representative shall designate the senior managing underwriter for such Refunding Bonds and such additional investment banking firms as he or she deems appropriate to assure that the Refunding Bonds are sold on the most advantageous terms to the Board. The Authorized Representative, acting for and on behalf of the Board, is authorized to approve, execute and deliver a Bond Purchase Contract for each Series of Refunding Bonds to be sold by negotiated sale, with the underwriter(s) thereof at such price, with and subject to such terms as determined by the Authorized Representative pursuant to

Section 2 of this Resolution. Each Bond Purchase Contract shall be substantially in the form and substance previously approved by the Board in connection with the authorization of Parity Obligations or the Board's revenue financing system obligations with such changes as are acceptable to the Authorized Representative, including those set forth in this Resolution with respect to disclosure documents and continuing disclosure provisions. The Authorized Representative's approval of a Bond Purchase Contract shall be conclusively evidenced by said Authorized Representative's execution thereof.

(d) Following the award of the sale of each Series of Bonds the Authorized Representative shall notify the Paying Agent/Registrar in writing of the identity of the purchaser of the Bonds and of the following terms for such Bonds: Series designation; dated date and Issuance Date; date from which interest accrues; principal amount; maturities; redemption provisions; rate or rates of interest; and first interest payment date. The Authorized Representative shall deliver the Initial Bonds of such Series to the purchasers thereof against payment therefor.

(e) The authority conferred by this Resolution to (i) act on behalf of the Board in selling any Series of Bonds and (ii) award the sale of the Bonds of such Series to a bidder in a competitive sale or execute one or more Bond Purchase Contract(s) pursuant to this Section shall expire at 11:59 p.m. on August 31, 2017. Any Series of Bonds awarded pursuant to an official bid form or sold pursuant to a Bond Purchase Contract executed on or before August 31, 2017, may be delivered after such date.

**SECTION 21. PROCEEDS OF SALE.** Proceeds from the sale of each Series of Bonds shall, promptly upon receipt thereof, be applied by the Authorized Representative as follows:

(i) accrued interest for the Bonds, if any, shall be deposited in the Interest and Sinking Fund to be used to pay interest on the Bonds on the first interest payment date therefor;

(ii) if the Series of Bonds is being issued to refund Refunded Obligations, there shall be applied, from the remaining proceeds from the sale of such Bonds, the amounts specified in Section 23 of this Resolution; and

(iii) any proceeds from the sale of such Bonds remaining after the deposits provided for in clauses (i) and (ii) above shall be used to pay Project Costs of Eligible Projects and, to the extent not otherwise provided for, to pay all expenses arising in connection with the issuance of such Bonds and the refunding of the Refunded Obligations, as appropriate.

Any sale proceeds of the Bonds remaining after making all deposits and payments provided for above shall be deposited into the Interest and Sinking Fund.

**SECTION 22. APPROVAL OF OFFICIAL STATEMENT.** The Authorized Representative, acting for and on behalf of the Board, is authorized and directed to provide for and oversee the preparation of a preliminary official statement to be prepared for distribution (which may be made electronically) and to be used in the offering and sale of the Bonds. The

Authorized Representative, acting for and on behalf of the Board, is hereby authorized to approve the form of the preliminary official statement and to deem the preliminary official statement to be final as of its date, except for such omissions as are permitted by the Rule. The Authorized Representative, acting for and on behalf of the Board, shall cause a final official statement to be prepared and provided in compliance with the Rule. Notwithstanding the foregoing, the Authorized Representative may prepare one preliminary official statement and one final official statement with respect to multiple Series of such Bonds so sold.

**SECTION 23. REFUNDING AND REDEMPTION OF REFUNDED OBLIGATIONS; ESCROW AGREEMENT.**

(a) Concurrently with the delivery of each Series of Bonds issued to refund Refunded Notes, the Authorized Representative shall cause to be deposited with the issuing and paying agent for the Refunded Notes or with an Escrow Agent selected by the Authorized Representative, from the proceeds from the sale of such Series of Bonds and other legally available funds, an amount sufficient to provide for the refunding and defeasance of such Refunded Notes, in accordance with Chapter 1207, Texas Government Code, as amended. In the event it is deemed necessary, the Authorized Representative is hereby authorized to select one or more Escrow Agent(s) with respect to the Refunded Notes and to enter into one or more Escrow Agreements. The Authorized Representative is further authorized and directed to apply and there is hereby appropriated such moneys of the Board as are necessary (i) to provide for the defeasance of such Refunded Notes on the date of delivery of the Bonds or (ii) to fund the Escrow Fund to be created pursuant to the Escrow Agreement(s) with amounts sufficient to provide for the defeasance of the Refunded Notes.

(b) Concurrently with the delivery of each Series of Bonds issued to refund Refunded Bonds, the Authorized Representative shall cause to be deposited with the paying agent for the Refunded Bonds or with an Escrow Agent selected by the Authorized Representative, from the proceeds from the sale of such Series of Bonds and other legally available funds, an amount sufficient to provide for the refunding and defeasance of such Refunded Bonds, in accordance with Chapter 1207, Texas Government Code, as amended. In the event it is deemed necessary, the Authorized Representative is hereby authorized to select one or more Escrow Agent(s) with respect to the Refunded Bonds and to enter into one or more Escrow Agreements. The Authorized Representative is further authorized and directed to apply and there is hereby appropriated such moneys of the Board as are necessary (i) to provide for the defeasance of such Refunded Bonds on the date of delivery of the Bonds or (ii) to fund the Escrow Fund to be created pursuant to the Escrow Agreement(s) with amounts sufficient to provide for the defeasance of the Refunded Bonds.

(c) As provided in Section 2(b) of this Resolution, the Authorized Representative shall determine the particular Subordinate Lien Obligations and Potential Refunded Bonds to be refunded by a Series of Bonds subject, in the case of the Refunded Bonds, to the present value savings requirement of said Section 2(b).

(d) Subject to the execution of an Award Certificate and the determination by the Authorized Representative of the Refunded Bonds to be refunded by a Series of Bonds, the Board irrevocably calls the particular Potential Refunded Bonds constituting Refunded Bonds for

redemption prior to maturity on the first optional redemption date following delivery of the Bonds of such Series, for which all of the notice requirements for redemption can reasonably be met, at a redemption price of par (plus accrued interest to the date fixed for redemption).

The Authorized Representative, acting for and on behalf of the Board, shall provide for notice of such redemption to be given in accordance with the resolution(s) of the Board authorizing the Refunded Bonds.

(e) If the Authorized Representative determines to execute an Escrow Agreement relating to the Refunded Notes or the Refunded Bonds, to assure the purchase of the “Escrowed Securities” referred to in the respective Escrow Agreements for the Refunded Notes or the Refunded Bonds, the Authorized Representative, acting for and on behalf of the Board, is hereby authorized to subscribe for, agree to purchase and purchase “Government Obligations” and “Defeasance Obligations” (as defined in resolutions authorizing the Refunded Notes or the Parity Bond Resolutions authorizing the Refunded Bonds, as appropriate) in such amounts and maturities and bearing interest at such rates as may be provided for in such Escrow Agreement, and to execute any and all subscriptions, purchase agreements, commitments, letters of authorization and other documents necessary to effectuate the foregoing, and is authorized to create and fund the “Escrow Fund” contemplated by such Escrow Agreement through the use of the proceeds of the Series of Bonds issued to refund the Refunded Notes or the Refunded Bonds, the moneys and investments held in the fund securing the Refunded Notes or the Refunded Bonds, and other lawfully available moneys of the Board.

(f) To satisfy in a timely manner all of the Board’s obligations under this Resolution and the Escrow Agreement(s), the Authorized Representative and all other appropriate officers and agents of the Board are hereby severally authorized and directed for and on behalf of the Board to take all other actions that are reasonably necessary to provide for the refunding of the Refunded Notes or the Refunded Bonds, including, without limitation, executing and delivering for and on behalf of the Board all certificates, consents, receipts, requests and other documents as may be reasonably necessary to satisfy the Board’s obligations under the Escrow Agreement(s) and this Resolution and to direct the transfer and application of funds of the Board consistent with the provisions of such Escrow Agreement(s) and this Resolution.

**SECTION 24. AGREEMENTS AUTHORIZED.** The Paying Agent/Registrar Agreement, the Escrow Agreements, if used, and the Bond Purchase Contract are hereby approved and the Authorized Representative is hereby authorized to execute and deliver same and to execute certificates and other documents pursuant to any such agreement to carry out the intent thereof.

**SECTION 25. PARTIES INTERESTED HEREIN.** Nothing in this Resolution expressed or implied is intended or shall be construed to confer upon, or to give to, any person or entity, other than the Board, the Paying Agent/Registrar, and the Registered Owners any right, remedy, or claim under or by reason of this Resolution or any covenant, condition, or stipulation hereof, and all covenants, stipulations, promises, and agreements in this Resolution contained by and on behalf of the Board shall be for the sole and exclusive benefit of the Board, the Paying Agent/Registrar, and the Registered Owners.

**SECTION 26. REMEDIES.** Any owner or holder of any of the Bonds or Additional Parity Obligations, when issued, in the event of default in connection with any covenant contained herein or default in the payment of said obligations, or of any interest thereon, shall have the right to institute mandamus proceedings against the Board or any other necessary or appropriate party for the purpose of enforcing payment from the source pledged herein or for enforcing any covenant herein contained.

**SECTION 27. INDIVIDUALS NOT LIABLE.** All covenants, stipulations, obligations, and agreements of the Board contained in this Resolution shall be deemed to be covenants, stipulations, obligations, and agreements of the System and the Board to the full extent authorized or permitted by the Constitution and laws of the State. No covenant, stipulation, obligation, or agreement herein contained shall be deemed to be a covenant, stipulation, obligation, or agreement of any member of the Board or agent or employee of the Board in his individual capacity and neither the members of the Board nor any officer thereof shall be liable personally on the Parity Obligations or be subject to any personal liability or accountability by reason of the issuance thereof.

**SECTION 28. EXECUTION, CUSTODY, APPROVAL, AND REGISTRATION OF BONDS; BOND COUNSEL'S OPINION; AND CUSIP NUMBERS.**

(a) The Bonds shall be executed either manually or by facsimile signature on behalf of the Board by the Chairman or Vice Chairman of the Board and countersigned by the Executive Director, Board of Regents, or the Assistant to the Board, and the official seal of the Board shall be impressed or placed in facsimile thereon. Such facsimile signatures on the Bonds shall have the same effect as if each of the Bonds had been signed manually and in person by said officers of the Board, and such facsimile seal on the Bonds shall have the same effect as if the official seal of the Board had been manually impressed upon each of the Bonds.

(b) The Authorized Representative is hereby authorized to have control of the Initial Bonds of each Series issued and delivered hereunder and all necessary records and proceedings pertaining to such Bonds pending their delivery and approval by the Attorney General and their registration by the Comptroller. Upon registration of the Bonds of a Series, the Comptroller (or a deputy designated in writing to act for the Comptroller) shall manually sign the Comptroller's Registration Certificate printed or attached to the Initial Bonds of such Series, and the seal of said Comptroller shall be impressed or placed in facsimile thereon. The Bond Counsel Opinion and the assigned CUSIP numbers may, at the option of the Board, be printed on the Initial Bonds of such Series or on any Bonds issued and delivered in exchange or replacement of any Bond, but neither of such items shall be binding upon the Board or have any legal effect, and shall be solely for the convenience and information of the Registered Owners of the Bonds. If insurance is obtained on any of the Bonds, the Bonds shall bear, as appropriate and applicable, a legend concerning insurance as provided by the Insurer.

**SECTION 29. DTC LETTER OF REPRESENTATIONS.** The Authorized Representative is authorized to implement the Book-Entry-Only System of Bond registration with respect to the Bonds pursuant to the Representation Letter. Notwithstanding anything to the contrary contained herein, while the Bonds are subject to DTC's Book-Entry-Only System and to the extent permitted by law, the Representation Letter is hereby incorporated herein and its



provisions shall prevail over any other provisions of this Resolution in the event of conflict. Provisions relating to DTC, its Book-Entry-Only System of registration, and the Representation Letter are set forth in Section 14 of this Resolution.

**SECTION 30. APPROPRIATION OF FUNDS.** The Authorized Representative is further authorized and directed to apply and there is hereby appropriated such money of the Board as is necessary (i) to pay the costs of issuance of Bonds incurred in connection with the issuance thereof and the refunding of the Refunded Obligations, to the extent not paid from Bond proceeds and (ii) to make the deposits described in Sections 21 and 23 in amounts sufficient, together with the proceeds of the Bonds, to provide for the defeasance of the Refunded Obligations on the date of delivery of the Bonds.

**SECTION 31. DEFEASANCE OF OUTSTANDING PARITY BONDS.** (a) The Board desires to authorize the use of certain lawfully available funds of the Board, including but not limited to Available University Fund moneys, as determined by the Authorized Representative, to defease, from time to time, certain Outstanding Parity Bonds previously issued by the Board in accordance with the applicable defeasance provisions in the respective resolutions authorizing their issuance. The Authorized Representative is hereby authorized to determine and retire, from time to time, the various portions of such Outstanding Parity Bonds which are economically advantageous for the Board to retire by the defeasance of such Bonds. The Authorized Representative is authorized to enter into one or more escrow agreements in substantially the standard form previously approved by the Board to accomplish such defeasances. In the event of such a defeasance, the Authorized Representative is authorized hereby to take such steps as may be necessary to purchase the escrowed securities identified in such escrow agreements on behalf of the Board and is authorized to create and fund the escrow funds contemplated by such escrow agreements through the use of the lawfully available funds of the Board. The Authorized Representative is authorized to call for redemption such Outstanding Parity Bonds defeased pursuant to this Section and is hereby authorized to provide and complete an appropriate notice of redemption to the paying agent(s) and/or registrar(s) for such Outstanding Parity Bonds upon the deposit with the escrow agent of such available funds and compliance with the conditions set forth in the escrow agreements.

(b) Except as provided in the following sentence, the Board hereby (i) expressly reserves the right to call for redemption any Outstanding Parity Bonds defeased pursuant to this Section in accordance with the applicable redemption provisions contained in the respective resolution authorizing their issuance, (ii) directs the Authorized Representative to give notice of the reservation of such right to the owners of such Outstanding Parity Bonds immediately following the making of the firm banking and financial arrangements for such defeasance, and (iii) directs the Authorized Representative to include notice of such reservation in any notice of redemption authorized pursuant to this Section. Notwithstanding the immediately preceding sentence, the Authorized Representative, upon determining that doing so is in the best interest of the Board, may elect on behalf of the Board not to retain the right to call such Outstanding Parity Bonds for redemption by choosing not to give the notices required in clauses (ii) and (iii) of the immediately preceding sentence.

(c) The Board hereby expressly authorizes the expenditure of, and appropriates for such purpose, moneys in the Available University Fund constituting the Available University

Fund Share in the amount determined by the Authorized Representative for the purpose of defeasing Outstanding Parity Bonds in accordance with the terms of this Section 31; provided that, the remaining balance of the Available University Fund Share after giving effect to any such expenditure shall not be less than the sum of (i) the amount necessary for the Board to be able to fully observe and comply with its covenants and obligations, as appropriate, under (A) the Constitutional Provision, (B) all Parity Bond Resolutions and resolutions of the Board authorizing the issuance of Subordinate Lien Obligations that are then outstanding, and (C) all other resolutions or agreements then outstanding pursuant to which the obligations of the Board thereunder are payable from the Available University Fund Share, plus (ii) to the extent not included in clause (i) of this sentence, any unexpended amounts previously appropriated by the Board for the support and maintenance of The Texas A&M University System administration, Texas A&M University and Prairie View A&M University.

**SECTION 32. FURTHER PROCEDURES.** The Chairman of the Board, the Vice Chairman of the Board, the Executive Director, Board of Regents, each Authorized Representative, and all other officers, employees, and agents of the Board, and each of them, shall be and they are hereby expressly authorized, empowered, and directed from time to time and at any time to do and perform all such acts and things and to execute, acknowledge, and deliver in the name and under the seal and on behalf of the Board all such agreements, documents and instruments, whether or not herein mentioned, as may be necessary or desirable in order to carry out the terms and provisions of this Resolution, the Bonds, the preliminary official statement, the official statement, the Paying Agent/Registrar Agreement, each Escrow Agreement, any Bond Purchase Contract and the Representation Letter. In addition, each Authorized Representative, the General Counsel of the System, and Bond Counsel are hereby authorized to approve, subsequent to the date of the adoption of this Resolution, any amendments to the above named documents, and any technical amendments to this Resolution as may be required by any Nationally-Recognized Rating Agency as a condition to the granting of a rating on the Bonds, as may be required by the Attorney General as a condition to the approval of the Bonds and as may be required to assist the underwriters in complying with the Rule.

In case any officer whose signature shall appear on the Bonds shall cease to be such officer before the delivery of the Bonds, such signature shall nevertheless be valid and sufficient for all purposes the same as if such officer had remained in office until such delivery. It is further provided the Authorized Representative is hereby designated as the officer responsible for making the certifications required by the Parity Bond Resolutions as a condition to the issuance of obligations on a parity with the Outstanding Parity Bonds.

**SECTION 33. PUBLIC NOTICE.** It is hereby found and determined that each of the officers and members of the Board were duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the meeting at which this Resolution was adopted; that this Resolution would be introduced and considered for adoption at said meeting; that said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code, as amended.

**SECTION 34. NONPRESENTMENT OF BONDS.** In the event any Bond shall not be presented for payment when the principal thereof or interest thereon, if applicable, becomes due, either at maturity or otherwise, or if any check or draft representing payment of principal of

or interest on the Bonds shall not be presented for payment, if funds sufficient to pay the principal of or interest on such Bond shall have been made available by the Board to the Paying Agent/Registrar for the benefit of the Registered Owner thereof, all liability of the Board to such Registered Owner for the payment of the principal of or interest on such Bond shall cease, terminate, and be completely discharged, and thereupon it shall be the duty of the Paying Agent/Registrar to hold such funds in trust, uninvested and without liability for interest thereon, for the benefit of the Registered Owner of such Bond who shall thereafter be restricted exclusively to such funds for any claim of whatever nature on his part under this Resolution with respect to the principal of or interest on such Bond. To the extent applicable, the Paying Agent/Registrar shall hold and apply any such funds in accordance with Title 6, Texas Property Code, as amended, and shall comply with the reporting requirements of Chapter 74, Texas Property Code, as amended.

**SECTION 35. INTERPRETATIONS.** The titles and headings of the articles and sections of this Resolution have been inserted for convenience of reference only and are not to be considered a part hereof and shall not in any way modify or restrict any of the terms or provisions hereof. Except where the context otherwise requires, words importing the singular number shall include the plural number and vice versa; words importing the masculine gender shall include the feminine and neuter genders and vice versa. Reference to any document means that document as amended or supplemented from time to time. Reference to any party to a document means that party and its successors and assigns. Reference herein to any article, section, subsection or other subdivision, as applicable, unless specifically stated otherwise, means the article, section, subsection or other subdivision, as applicable, of this Resolution.

**SECTION 36. SEVERABILITY.** The provisions of this Resolution are severable; and in case any one or more of the provisions of this Resolution or the application thereof to any person or circumstance should be held to be invalid, unconstitutional, or ineffective as to any person or circumstance, the remainder of this Resolution nevertheless shall be valid, and the application of any such invalid provision to persons or circumstances other than those as to which it is held invalid shall not be affected thereby.

**SECTION 37. PREAMBLE INCORPORATED.** The preamble of this Resolution is hereby incorporated by reference as if copied in full.

**SECTION 38. IMMEDIATE EFFECT.** This Resolution shall take effect immediately upon its adoption.

\* \* \*

**EXHIBIT A**

**FORM OF BONDS**

**[FORM OF FIRST TWO PARAGRAPHS OF CURRENT  
INTEREST BONDS]**

UNITED STATES OF AMERICA  
STATE OF TEXAS

NO. R - \_\_\_\_

PRINCIPAL AMOUNT  
\$ \_\_\_\_\_

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
PERMANENT UNIVERSITY FUND BONDS, SERIES \_\_\_\_

INTEREST RATE	MATURITY DATE	ISSUANCE DATE	CUSIP NO.
____%	_____, 20__	_____	_____

REGISTERED OWNER: \_\_\_\_\_

PRINCIPAL AMOUNT: \_\_\_\_\_ DOLLARS (\$ \_\_\_\_\_)

ON THE MATURITY DATE, specified above, the BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the Registered Owner, specified above, or the registered assignee hereof (either being hereinafter called the "registered owner") the Principal Amount, specified above, and to pay interest thereon calculated on the basis of a 360 day year of twelve 30 day months, from the Issuance Date, specified above, to the date of its scheduled maturity or the date of its redemption prior to scheduled maturity, at the Interest Rate per annum, specified above, with said interest being payable on \_\_\_\_\_, 20\_\_, and semiannually on each \_\_\_\_\_ and \_\_\_\_\_ thereafter.

THE PRINCIPAL OF AND INTEREST ON this Bond are payable in lawful money of the United States of America, without exchange or collection charges. The principal of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or upon the date fixed for its redemption prior to maturity, at the designated payment office of [\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_] which is the "Paying Agent/Registrar" for this Bond. The payment of interest on this Bond shall be made by the Paying Agent/Registrar to the registered owner hereof as shown by the "Registration Books" kept by the Paying Agent/Registrar at the close of business on the Record Date (hereinafter described) by check drawn by the Paying Agent/Registrar on, and payable solely from, funds of the Board required to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided; and such check shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, on each such interest payment date, to the registered owner hereof at its address as it appears on the Registration Books kept by the Paying Agent/Registrar, as hereinafter described. Upon written request, the registered owner of any Bonds of at least \$1,000,000 in principal amount may receive payment of interest by wire

transfer. The record date for determining the person to whom interest is payable on any interest payment date (the “Record Date”) means the 15th calendar day of the month next preceding such interest payment date. In the event of a non payment of interest on a scheduled payment date, and for 30 calendar days thereafter, a new Record Date for such interest payment (a “Special Record Date”) will be established by the Paying Agent/Registrar, if and when funds for the payment of such interest have been received from the Board. Notice of the Special Record Date and of the scheduled payment date of the past due interest (which shall be 15 days after the Special Record Date) shall be sent at least five business days prior to the Special Record Date by United States mail, first-class postage prepaid, to the address of each registered owner of a Bond appearing on the books of the Paying Agent/Registrar at the close of business on the last business day next preceding the date of mailing of such notice. The Board covenants with the registered owner of this Bond that no later than each principal payment date and interest payment date for this Bond it will make available to the Paying Agent/Registrar the amounts required to provide for the payment, in immediately available funds by wire transfer or other means acceptable to the Paying Agent/Registrar, of all principal of and interest on the Bonds, when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on September 1, 2016 (the “Resolution”).

\* \* \*

**[FORM OF FIRST TWO PARAGRAPHS OF CAPITAL APPRECIATION BONDS]**

UNITED STATES OF AMERICA  
STATE OF TEXAS

NO. CR - \_\_\_\_

MATURITY AMOUNT  
\$ \_\_\_\_\_

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
PERMANENT UNIVERSITY FUND BONDS, SERIES \_\_\_\_\_

<u>INTEREST RATE</u>	<u>MATURITY DATE</u>	<u>ISSUANCE DATE</u>	<u>CUSIP NO.</u>
_____%	_____, 20__	_____	_____

REGISTERED OWNER: \_\_\_\_\_

MATURITY AMOUNT: \_\_\_\_\_ DOLLARS (\$ \_\_\_\_\_)

ON THE MATURITY DATE, specified above, the BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the Registered Owner specified above or the registered assignee hereof (either being hereinafter called the "registered owner") the Maturity Amount specified above, representing the principal amount hereof and accrued and compounded interest hereon. Interest shall accrete on the original principal amount hereof from the Issuance Date at the interest rate per annum specified above (subject to rounding to the Compounded Amounts as provided in the Bond Resolution), compounded semi-annually on \_\_\_\_\_ and \_\_\_\_\_ of each year, commencing \_\_\_\_\_, 20\_\_. For convenience of reference, a table appears on the back of this Bond showing the "Compounded Amount" of the original principal amount per \$5,000 Maturity Amount compounded semiannually at the yield shown on such table.

THE MATURITY AMOUNT OF this Bond are payable in lawful money of the United States of America, without exchange or collection charges. The Maturity Amount or Compounded Amount of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or upon the date fixed for its redemption prior to maturity, at the designated payment office of [\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_] which is the "Paying Agent/Registrar" for this Bond. The Board covenants with the registered owner of this Bond that on or before the Maturity Date for this Bond it will make available to the Paying Agent/Registrar the amounts required to provide for the payment, in immediately available funds by wire transfer or other means acceptable to the Paying Agent/Registrar, of the Maturity Amount when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on September 1, 2016 (the "Resolution").

**[FORM OF REMAINDER OF CURRENT INTEREST BONDS  
AND CAPITAL APPRECIATION BONDS]**

THIS BOND is one of a series of bonds of like tenor and effect, except as to denomination, number, maturity, interest rate, interest payment, and right of prior redemption, dated \_\_\_\_\_, 20\_\_, and issued in the aggregate principal amount of \$\_\_\_\_\_ for the purposes of \_\_\_\_\_, [and comprised of (i) Bonds in the aggregate principal amount of \$\_\_\_\_\_ that pay interest only at maturity (the “Capital Appreciation Bonds”) and (ii) Bonds in the aggregate principal amount of \$\_\_\_\_\_ that pay interest semiannually until maturity (the “Current Interest Bonds”)].

[THE BONDS maturing on \_\_\_\_\_, 20\_\_ shall be subject to mandatory redemption at par plus accrued interest in the following amounts on the following dates:

                      
OF THE YEAR

AMOUNT

(final maturity)]

[ON \_\_\_\_\_, 20\_\_, or on any date thereafter, the Bonds of this Series scheduled to mature on \_\_\_\_\_, 20\_\_, and thereafter may be redeemed prior to their scheduled maturities, at the option of the Board, with funds derived from any available and lawful source, as a whole, or in part, and, if in part, the particular Bonds, or portion thereof, to be redeemed shall be selected and designated by the Board (provided that a portion of a Bond may be redeemed only in an integral multiple of \$5,000), at a redemption price equal to the principal amount of the Bonds to be redeemed plus accrued interest to the date fixed for redemption; provided that during any period in which ownership of the Bonds is determined by a book entry at a securities depository for the Bonds, if fewer than all of the Bonds of the same maturity and bearing the same interest rate are to be redeemed, the particular Bonds of such maturity and bearing such interest rate shall be selected in accordance with the arrangements between the Board and the securities depository.]

[AT LEAST 30 days prior to the date for any redemption of this Bond prior to maturity, a notice of such redemption shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, to the registered owner of each Bond, or portion thereof to be redeemed, at its address as it appeared on the Registration Books on the 45th day prior to such redemption date and to each registered securities depository and to any national information service that disseminates such notices; provided, however, that the failure to send, mail, or receive such notice, or any defect therein or in the sending or mailing thereof, shall not affect the validity or effectiveness of the proceedings for the redemption of any Bond. By the date fixed for any such redemption, due provision shall be made by the Board with the Paying Agent/Registrar for the payment of the required redemption price for this Bond or the portion hereof which is to be so redeemed, plus accrued interest thereon to the date fixed for redemption. If such notice of redemption is given, and if due provision for such payment is made, all as provided above, this Bond, or the portion thereof which is to be so redeemed, thereby automatically shall be redeemed prior to its scheduled maturity, and shall not bear interest after the date fixed for its redemption, and shall not be regarded as being outstanding except for the

right of the registered owner to receive the redemption price plus accrued interest to the date fixed for redemption from the Paying Agent/Registrar out of the funds provided for such payment. The Paying Agent/Registrar shall record in the Registration Books all such redemptions of principal of this Bond or any portion hereof. If a portion of any Bond shall be redeemed, a substitute Bond or Bonds having the same maturity date, bearing interest at the same rate, in any denomination or denominations in any integral multiple of \$5,000, at the written request of the registered owner, and in an aggregate principal amount equal to the unredeemed portion thereof, will be issued to the registered owner upon the surrender thereof for cancellation, at the expense of the Board, all as provided in the Resolution.]

IF AT THE TIME of mailing of notice of any optional redemption in connection with a refunding of the Bonds, the Board shall not have deposited with the Paying Agent/Registrar moneys sufficient to redeem all of the Bonds called for redemption, such notice may state that it is conditional in that it is subject to the deposit of the proceeds of refunding bonds with the Paying Agent/Registrar not later than the redemption date, and such notice shall be of no effect unless such moneys are so deposited.

IF THE DATE for the payment of the principal of or interest on this Bond shall be a Saturday, a Sunday, a legal holiday, or a day on which banking institutions in the city where the Paying Agent/Registrar is located are authorized by law or executive order to close, then the date for such payment shall be the next succeeding day which is not such a Saturday, Sunday, legal holiday, or day on which banking institutions are authorized to close; and payment on such date shall have the same force and effect as if made on the original date payment was due.

ALL BONDS OF THIS SERIES are issuable solely as fully registered bonds, without interest coupons, [with respect to the Current Interest Bonds, in the denomination of any integral multiple of \$5,000] [with respect to Capital Appreciation Bonds, in the denomination of \$5,000 Maturity Amounts or any integral multiple thereof.] As provided in the Resolution, this Bond, or any unredeemed portion hereof, may, at the request of the registered owner or the assignee or assignees hereof, be assigned, transferred, and exchanged for a like aggregate principal amount of fully registered bonds, without interest coupons, payable to the appropriate registered owner, assignee, or assignees, as the case may be, having the same maturity date, and bearing interest at the same rate, in any denomination or denominations in any integral multiple of \$5,000 as requested in writing by the appropriate registered owner, assignee, or assignees, as the case may be, upon surrender of this Bond to the Paying Agent/Registrar for cancellation, all in accordance with the form and procedures set forth in the Resolution. Among other requirements for such assignment and transfer, this Bond must be presented and surrendered to the Paying Agent/Registrar, together with proper instruments of assignment, in form and with guarantee of signatures satisfactory to the Paying Agent/Registrar, evidencing assignment of this Bond or any portion or portions hereof in any integral multiple of \$5,000 to the assignee or assignees in whose name or names this Bond or any such portion or portions hereof is or are to be transferred and registered. The form of Assignment printed or endorsed on this Bond may be executed by the registered owner to evidence the assignment hereof, but such method is not exclusive, and other instruments of assignment satisfactory to the Paying Agent/Registrar may be used to evidence the assignment of this Bond or any portion or portions hereof from time to time by the registered owner. The Board shall pay the Paying Agent/Registrar's reasonable standard or customary fees and charges for transferring and exchanging any Bond or portion thereof;



provided, however, that any taxes or governmental charges required to be paid with respect thereto shall be paid by the one requesting such transfer and exchange. In any circumstance, neither the Board nor the Paying Agent/Registrar shall be required (i) to make any transfer or exchange during a period beginning at the opening of business 15 calendar days before the day of the first mailing of a notice of redemption of Bonds and ending at the close of business on the day of such mailing or (ii) to transfer or exchange any Bonds so selected for redemption when such redemption is scheduled to occur within 30 calendar days; provided, however, that such limitation shall not be applicable to an exchange by the registered owner of the uncalled principal balance of a Bond.

IN THE EVENT any Paying Agent/Registrar for the Bonds is changed by the Board, resigns, or otherwise ceases to act as such, the Board has covenanted in the Resolution that it promptly will appoint a competent and legally qualified substitute therefor, and promptly will cause written notice thereof to be mailed to the registered owners of the Bonds.

BY BECOMING the registered owner of this Bond, the registered owner hereby acknowledges all of the terms and provisions of the Resolution, agrees to be bound by such terms and provisions, acknowledges that the Resolution is duly recorded and available for inspection in the official minutes and records of the Board, and agrees that the terms and provisions of this Bond and the Resolution constitute a contract between each registered owner hereof and the Board.

THE BONDS ARE ON A PARITY with Outstanding Parity Bonds, and the Board has reserved the right, subject to the restrictions stated in the Resolution, to issue additional obligations which also may be made payable from, and secured by a lien on and pledge of, the Available University Fund Share (as defined in the Resolution) on a parity with the Bonds, and the Board may issue other obligations payable from the Available University Fund Share junior and subordinate to the Bonds.

THE REGISTERED OWNER HEREOF shall never have the right to demand payment of this obligation out of any funds raised or to be raised by taxation, or from any source whatsoever other than specified in the Resolution.

IT IS HEREBY certified and covenanted that this Bond has been duly and validly authorized, issued, and delivered; that all acts, conditions, and things required or proper to be performed, exist, and be done precedent to or in the authorization, issuance, and delivery of this Bond have been performed, existed, and been done in accordance with law; and that the principal of and interest on this Bond are equally and ratably secured by and payable from a first lien on and pledge of the Available University Fund Share, all in accordance with the Constitutional Provision and other applicable law, on a parity with the lien and pledge securing the Outstanding Parity Bonds.

IN WITNESS WHEREOF this Bond has been signed with the manual or facsimile signature of the [Chairman] [Vice Chairman] of the Board and countersigned with the manual or facsimile signature of the Executive Director, Board of Regents, and the official seal of the Board has been duly impressed, or placed in facsimile, on this Bond.

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Executive Director, Board of Regents of The  
Texas A&M University System

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
[Chairman] [Vice Chairman], Board of Regents  
of The Texas A&M University System

(BOARD SEAL)

The Initial Bonds shall be in the form set forth above for the Definitive Bonds, except the following shall replace the headings and the first two paragraphs:

[INITIAL CURRENT INTEREST BOND]

NO. T-\_\_

\$\_\_\_\_\_

UNITED STATES OF AMERICA  
STATE OF TEXAS

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
PERMANENT UNIVERSITY FUND BONDS, SERIES \_\_\_\_

Issuance Date: \_\_\_\_\_, 20\_\_

Registered Owner: [Initial Purchaser]

Principal Amount: \$\_\_\_\_\_

THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the “Board”), for value received, acknowledges itself indebted to and hereby promises to pay to the order of the Registered Owner, specified above, or the registered assigns thereof (the “Registered Owner”), the Principal Amount, specified above, with principal installments payable on July 1 in each of the years, and bearing interest at per annum rates in accordance with the following schedule:

YEARS OF  
STATED MATURITIES

PRINCIPAL  
INSTALLMENTS

INTEREST  
RATES

[(Information to be inserted from schedule in Award Certificate)]

INTEREST on the unpaid Principal Amount hereof from the Issuance Date, specified above, or from the most recent interest payment date to which interest has been paid or duly provided for until the Principal Amount has become due and payment thereof has been made or duly provided for shall be paid computed on the basis of a 360-day year of twelve 30-day months; such interest being payable on \_\_\_\_\_ and \_\_\_\_\_ of each year, commencing \_\_\_\_\_, 20\_\_.

THE PRINCIPAL AND INTEREST ON this Bond are payable in lawful money of the United States of America, without exchange or collection charges. The final payment of principal of this Bond shall be paid to the Registered Owner hereof upon presentation and surrender of this Bond at final maturity, at the designated payment office of [\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_], which is the “Paying Agent/Registrar” for this Bond. The payment of principal installments and interest on this Bond shall be made by the Paying Agent/Registrar to the Registered Owner hereof as shown by the “Registration Books” kept by the Paying Agent/Registrar at the close of business on the Record Date (defined below) by check drawn by the Paying Agent/Registrar on, and payable solely from, funds of the Board required to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided; and such check shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, on each such payment date, to the registered owner hereof at its address as it appears on the Registration Books kept by the Paying Agent/Registrar, as

hereinafter described. The record date ("Record Date") for payments hereon means the fifteenth calendar day of the month preceding a scheduled payment. In the event of a non payment of interest on a scheduled payment date, and for 30 calendar days thereafter, a new Record Date for such payment (a "Special Record Date") will be established by the Paying Agent/Registrar, if and when funds for the payment thereof have been received from the Board. Notice of the Special Record Date and of the scheduled payment date of the past due payment (the "Special Payment Date," which shall be 15 calendar days after the Special Record Date) shall be sent at least five business days prior to the Special Record Date by United States mail, first-class postage prepaid, to the address of the Registered Owner appearing on the books of the Paying Agent/Registrar at the close of business on the last business day next preceding the date of mailing of such notice. The Board covenants with the Registered Owner that no later than each principal installment payment date and interest payment date for this Bond it will make available to the Paying Agent/Registrar the amounts required to provide for the payment, in immediately available funds, of all principal of and interest on this Bond, when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on September 1, 2016 (the "Resolution").

\* \* \*

[INITIAL CAPITAL APPRECIATION BOND]

NO. TR - \_\_\_\_ \$\_\_\_\_\_

UNITED STATES OF AMERICA  
STATE OF TEXAS

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
PERMANENT UNIVERSITY FUND BONDS, SERIES \_\_\_\_

Issuance Date: \_\_\_\_\_, 20\_\_

Registered Owner: [Initial Purchaser]

Maturity Amount: \$\_\_\_\_\_

THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the Registered Owner specified above or the registered assignee hereof (either being hereinafter called the "registered owner") the Maturity Amounts on July 1 in each of the years as set forth in the following schedule:

YEARS OF  
STATED MATURITIES

PRINCIPAL  
INSTALLMENTS

INTEREST  
RATES

[(Information to be inserted from schedule in Award Certificate)]

INTEREST shall accrete on the original principal amount hereof from the Issuance Date specified above at the interest rate per annum specified above (subject to rounding to the

Compounded Amounts as provided in the Resolution), compounded semi-annually on \_\_\_\_\_ and \_\_\_\_\_ of each year, commencing \_\_\_\_\_, 20\_\_\_. For convenience of reference, a table appears on the back of this Bond showing the "Compounded Amount" of the original principal amount per \$5,000 Maturity Amount compounded semiannually at the yield shown on such table.

THE MATURITY AMOUNT OF this Bond is payable in lawful money of the United States of America, without exchange or collection charges. The Maturity Amount or Compounded Amount of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or upon the date fixed for its redemption prior to maturity, at the designated payment office of [\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_] which is the "Paying Agent/Registrar" for this Bond. The Board covenants with the registered owner of this Bond that on or before the Maturity Date for this Bond it will make available to the Paying Agent/Registrar the amounts required to provide for the payment, in immediately available funds by wire transfer or other means acceptable to the Paying Agent/Registrar, of the Maturity Amount when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on September 1, 2016 (the "Resolution").

\* \* \*

#### TABLE OF ACCRETED VALUES [FOR CAPITAL APPRECIATION BONDS]

The Accreted Value, initial offering price (all per \$5,000 of Maturity Amount), together with the yield to maturity are as follows. Accreted Values are calculated based on the initial offering price and yield to maturity and, except at maturity, do not equal principal amount plus accrued interest.

#### [FORM OF PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE]

##### PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE

It is hereby certified that this Bond has been issued under the provisions of the Resolution described in this Bond and that this Bond has been issued in conversion of and exchange for or replacement of a bond, bonds, or a portion of a bond or bonds of an issue which originally was approved by the Attorney General of the State of Texas and registered by the Comptroller of Public Accounts of the State of Texas.

[\_\_\_\_\_]
Paying Agent/Registrar

Dated: \_\_\_\_\_

\_\_\_\_\_  
Authorized Representative

\* \* \*

[FORM OF REGISTRATION CERTIFICATE OF THE COMPTROLLER OF PUBLIC  
ACCOUNTS]

REGISTRATION CERTIFICATE OF THE COMPTROLLER OF PUBLIC ACCOUNTS

COMPTROLLER'S REGISTRATION CERTIFICATE:

REGISTER NO. \_\_\_\_

I hereby certify that this Bond has been examined, certified as to validity, and approved by the Attorney General of the State of Texas, and that this Bond has been registered by the Comptroller of Public Accounts of the State of Texas.

Witness my signature and seal this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

(COMPTROLLER'S SEAL)

\_\_\_\_\_  
Comptroller of Public Accounts of  
the State of Texas

\* \* \*

[FORM OF ASSIGNMENT]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto \_\_\_\_\_

---

Please insert Social Security or Taxpayer Identification Number of Transferee

---

(Please print or typewrite name and address, including zip code, of Transferee.)

---

the within Certificate and all rights thereunder, and hereby irrevocably constitutes and appoints \_\_\_\_\_, attorney, to register the transfer of the within Certificate on the books kept for registration thereof, with full power of substitution in the premises.

Dated: \_\_\_\_\_

Signature Guaranteed:

---

NOTICE: Signature(s) must be guaranteed by an eligible guarantor institution participating in a securities transfer association recognized signature guarantee program.

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NOTICE: The signature above must correspond with the name of the registered owner as it appears upon the front of this Certificate in every particular, without alteration or enlargement or any change whatsoever.

---

Note: In addition, provisions of the Bond relating to redemption may be changed, completed, or deleted as determined by the Authorized Representative to conform to the terms set forth in the Award Certificate.

Agenda Item No.

**AGENDA ITEM BRIEFING**

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

**Subject:** Adoption of a Resolution Authorizing the Issuance of the Board of Regents of  
The Texas A&M University System Revenue Financing System Bonds,  
Series 20\_\_

**Proposed Board Action:**

Adopt a resolution authorizing the issuance of Revenue Financing System Bonds.

**Background Information:**

The resolution provides the authority for the issuance of one or more series of Revenue Financing System Bonds to convert all or a portion of the commercial paper notes to long-term bonds; provide funds for construction, renovation and other projects; refund all or a portion of the outstanding bonds previously issued by the Board of Regents; and pay the costs of issuing the bonds. The authority in the maximum amount of \$1.582 billion (including issuance costs) will be effective for the period from September 1, 2016 to August 31, 2017.

Bonds will be issued only for those projects approved by the Board of Regents and the projects which may be financed during this period are estimated at \$1.14 billion including \$800.8 million of tuition revenue bond projects.

Previously issued outstanding bonds which are candidates for refunding total approximately \$431.5 million; however, only those bonds that meet the savings targets will be included in a refunding issue.

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

Debt service for Revenue Financing System Bonds will be funded with various revenues which may include housing revenue, utility revenue, designated tuition, transportation services, parking revenue, student fees, available university fund, energy savings contracts, and indirect costs.



Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
Office of the Chief Investment Officer and Treasurer  
July 19, 2016

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

Subject: Adoption of a Resolution Authorizing the Issuance of the Board of Regents  
of The Texas A&M University System Revenue Financing System Bonds,  
Series 20\_\_

I recommend adoption of the following minute order:

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

Respectfully submitted,

Maria L. Robinson  
Chief Investment Officer and Treasurer

**Approval Recommended:**

---

John Sharp  
Chancellor

**Approved for Legal Sufficiency:**

---

Ray Bonilla  
General Counsel

---

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

ITEM  
EXHIBIT

TWENTY-SEVENTH SUPPLEMENTAL RESOLUTION TO  
THE MASTER RESOLUTION AUTHORIZING THE  
ISSUANCE, SALE, AND DELIVERY OF THE BOARD OF  
REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS IN THE  
MAXIMUM AGGREGATE PRINCIPAL AMOUNT OF \$1.582  
BILLION, AND APPROVING AND AUTHORIZING  
INSTRUMENTS AND PROCEDURES RELATING THERETO

Adopted September 1, 2016

TWENTY-SEVENTH SUPPLEMENTAL RESOLUTION TO  
THE MASTER RESOLUTION AUTHORIZING THE  
ISSUANCE, SALE, AND DELIVERY OF THE BOARD OF  
REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS IN THE  
MAXIMUM AGGREGATE PRINCIPAL AMOUNT OF \$1.582  
BILLION, AND APPROVING AND AUTHORIZING  
INSTRUMENTS AND PROCEDURES RELATING THERETO

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EXHIBIT A - DEFINITIONS

EXHIBIT B - FORM OF BONDS

TWENTY-SEVENTH SUPPLEMENTAL RESOLUTION TO  
THE MASTER RESOLUTION AUTHORIZING THE  
ISSUANCE, SALE, AND DELIVERY OF THE BOARD OF  
REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS IN THE  
MAXIMUM AGGREGATE PRINCIPAL AMOUNT OF \$1.582  
BILLION, AND APPROVING AND AUTHORIZING  
INSTRUMENTS AND PROCEDURES RELATING THERETO

**WHEREAS**, the Board of Regents of The Texas A&M University System (the “Board”) has adopted a Master Resolution Establishing The Texas A&M University System Revenue Financing System (referred to herein as the “Master Resolution”); and

**WHEREAS**, unless otherwise defined herein, capitalized terms used herein shall have the meaning given in the Master Resolution; and

**WHEREAS**, the Master Resolution establishes the Revenue Financing System comprised of each institution and agency presently in The Texas A&M University System, and pledges the Pledged Revenues attributable to each Participant of the Revenue Financing System to the payment of Parity Obligations to be outstanding under the Master Resolution; and

**WHEREAS**, the Board has previously adopted the First through Twenty-Sixth Supplemental Resolutions to the Master Resolution authorizing Parity Obligations thereunder; and

**WHEREAS**, the Board has determined to issue Parity Obligations in one or more installments to (i) finance and refinance the cost of facilities and improvements for the Participants of the Revenue Financing System, including but not limited to those set forth in The Texas A&M University System Capital Plan; (ii) provide permanent financing for facilities and improvements financed with the proceeds of Refunded Notes; (iii) refund Refunded Bonds; and (iv) pay the costs of issuance relating to such Parity Obligations; and

**WHEREAS**, for such purposes the Board deems it necessary to issue Parity Obligations pursuant to this Twenty-Seventh Supplement to the Master Resolution (the “Twenty-Seventh Supplement”); and

**WHEREAS**, pursuant to the Master Resolution, a Designated Financial Officer, has delivered to the Board a certificate stating that, to the best of his or her knowledge, the Board is in compliance with all covenants contained in the Master Resolution and each Supplemental Resolution and is not in default in the performance and observance of any of the terms, provisions, and conditions contained therein; and

**WHEREAS**, the Bonds authorized to be issued by this Twenty-Seventh Supplement are to be issued and delivered pursuant to Chapter 55, Texas Education Code, and Chapters 1207 and 1371, Texas Government Code,

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM THAT:**

**Section 1. DEFINITIONS.**

(a) Definitions. In addition to the definitions set forth in the preamble of this Twenty-Seventh Supplement, the terms used in this Twenty-Seventh Supplement (except in the Form of Bonds) and not otherwise defined shall have the meanings given in the Master Resolution or in Exhibit A to this Twenty-Seventh Supplement attached hereto and made a part hereof.

(b) Construction of Terms. If appropriate in the context of this Twenty-Seventh Supplement, words of the singular number shall be considered to include the plural, words of the plural number shall be considered to include the singular, and words of the masculine, feminine, or neuter gender shall be considered to include the other genders.

**Section 2. AMOUNT, PURPOSE, AND DESIGNATION OF THE BONDS.**

(a) The Board's "BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM BONDS, SERIES \_\_\_\_\_," are hereby authorized to be issued and delivered in the maximum principal amount (determined without regard to premium or discount affecting the sale price) of \$1.582 Billion, in one or more Series or sub-Series (as Tax-Exempt Bonds, Taxable Bonds or any combination thereof) as determined by the Designated Financial Officer pursuant to the terms of this Twenty-Seventh Supplement. The Bonds shall be designated by the year in which they are awarded pursuant to Section 3 below, and each Series within a year may have a letter designation following the year as determined by the Designated Financial Officer. The title of the Bonds may also be revised by a Designated Financial Officer as reflected in the Award Certificate pursuant to Section 3(b) hereof to reflect the status of the Bonds as Tax-Exempt Bonds or Taxable Bonds, as applicable. The authority conferred by this Twenty-Seventh Supplement to (i) act on behalf of the Board in selling any Series of Bonds and (ii) award the sale of the Bonds of such Series to a bidder in a competitive sale or execute one or more Bond Purchase Contract(s) pursuant to this Section shall expire at 11:59 p.m. on August 31, 2017 (the "Expiration Date"). Any Series of Bonds awarded pursuant to an official bid form or sold pursuant to a Bond Purchase Contract executed on or before the Expiration Date, may be delivered after such date.

(b) The Bonds are to be issued for the purpose of financing and refinancing the costs of acquiring, purchasing, constructing, improving, enlarging, and equipping the property and facilities of the Participants of the Revenue Financing System; refunding all or a portion of the Potential Refunded Bonds; refunding all or a portion of the Board's outstanding Revenue Financing System Commercial Paper Notes, Series B (the "Notes") to provide permanent financing for facilities and improvements financed with the proceeds of the Notes; and paying the costs of issuance related thereto.

(c) To the extent that it is economically reasonable, Section 55.17 Projects may be financed in separate Series of Bonds and the Award Certificate relating to each such Series of Bonds shall show the principal amount of Parity Obligations, including the Bonds, issued for

each Participant to finance or refinance Section 55.17 Projects and the additional Parity Obligations that may be issued pursuant to such sections. Each Series of Bonds issued to refund portions of the Potential Refunded Bonds that were issued pursuant to Section 55.17 Authorization or issued to refund Parity Obligations issued pursuant to Section 55.17 Authorization, or any similar section, may also be included in that separate Series of Bonds.

(d) Each Series of Bonds herein authorized, unless otherwise indicated, are hereinafter referred to as the "Bonds," which may be in the form of fixed or adjustable rate bonds and as either Current Interest Bonds or Capital Appreciation Bonds.

### **Section 3. DATE, DENOMINATIONS, NUMBERS, MATURITIES AND TERMS OF BONDS.**

(a) Terms of Bonds. The Bonds shall initially be issued, sold, and delivered hereunder as fully registered bonds, without interest coupons, in the form of Current Interest Bonds or Capital Appreciation Bonds, numbered consecutively for each Series of Bonds from R-1 upward (or CR-1 upward, in the case of Capital Appreciation Bonds) (except the Initial Bond which shall be numbered T-1 for the Current Interest Bonds and TR-1 for the Capital Appreciation Bonds), payable to the respective initial registered owners thereof, or to the registered assignee or assignees of said bonds or any portion or portions thereof (in each case, the "Registered Owner"), in Authorized Denominations, maturing on the dates, in the years and in the principal amounts, respectively, and dated, all as set forth in the Award Certificate.

(b) Award Certificate. As authorized by Chapter 1371, Government Code, as amended, the Designated Financial Officer is hereby authorized, appointed, and designated to act on behalf of the Board in selling and delivering the Bonds and carrying out the other procedures specified in this Resolution, including determining and fixing: (i) the date of the Bonds, (ii) any additional or different designation or title by which the Bonds shall be known, (iii) the price at which the Bonds will be sold, (iv) the years in which the Bonds will mature, (v) the principal amount or Maturity Amount of the Bonds to mature in each of such years, (vi) the aggregate principal amount of the Bonds, including the aggregate principal amount of Current Interest Bonds and Capital Appreciation Bonds, (vii) the rate or rates of interest to be borne by each maturity, (viii) the interest payment periods, (ix) the dates, prices, and terms upon and at which the Bonds shall be subject to redemption, (x) the designation of which notes shall constitute the Refunded Notes refunded by the Bonds, (xi) the designation of which Potential Refunded Bonds shall constitute the Refunded Bonds, (xii) the Paying Agent/Registrar and Escrow Agent, if applicable, for the Bonds, (xiii) whether the Bonds shall be issued as Tax-Exempt Bonds or Taxable Bonds, (xiv) the Authorized Denominations for the Bonds, (xv) the date on which the Bonds shall be delivered to the purchaser(s) thereof, which date shall be not more than twelve (12) months following the Expiration Date, and (xvi) all other terms, details and matters relating to the Bonds and their issuance, sale, and delivery, and the refunding of the Refunded Obligations. All such determinations made by the Designated Financial Officer shall be specified in the Award Certificate delivered to the Executive Director, Board of Regents. Such determinations shall be limited by the following: (1) the price to be paid for the Bonds shall not be less than 95% of the aggregate original principal amount thereof plus accrued interest thereon from their dated date to their date of initial delivery, (2) none of the Bonds shall bear interest at a rate greater than the maximum rate allowed by law, (3) no Stated Maturity of any Bond shall be

later than June 1, 2049, (4) the aggregate principal amount of the Bonds shall not exceed the amount authorized in Section 2(a) hereof, and (5) Bonds shall be issued to refund all or a portion of the Potential Refunded Bonds only if that refunding, assuming that each Series sold and delivered at the same time is one Series of Bonds, results in the minimum present value savings set forth in the following paragraph.

Each Series of Bonds to be issued, in whole or in part, to refund Refunded Bonds must be sold on terms that produce a present value savings when the scheduled debt service payable on such Bonds during each Bond Year is subtracted from the scheduled debt service payable on the Refunded Bonds during the same Bond Year and the remainder is discounted to the scheduled date of delivery of the Bonds of such Series set forth in the Award Certificate at a discount factor equal to the yield on such Bonds determined in accordance with section 148 of the Code. The amount of the savings to be realized from the refunding shall be shown in the Award Certificate. The Award Certificate for each Series that is issued to refund Refunded Bonds or Refunded Notes shall also identify the Refunded Bonds or Refunded Notes being refunded by that Series.

It is further provided, however, that, notwithstanding the foregoing provisions, the Bonds shall not be delivered unless prior to delivery (i) the Award Certificate has been executed and delivered as required by this Twenty-Seventh Supplement and (ii) the Bonds have been rated by a Nationally-Recognized Rating Agency in one of the four highest rating categories for long-term obligations, as required by Chapter 1371, Texas Government Code, as amended.

The Designated Financial Officer is authorized and directed to determine which facilities and improvements will be financed or refinanced with the proceeds of the Bonds taking into account (i) the scheduled completion dates of the improvements and facilities financed with the proceeds of the Bonds, (ii) the economic projections for each such facility and improvement and the Participant on whose campus the facility or improvement is located and (iii) which Section 55.17 Projects are being undertaken and the projected budget impact on the Financing System of such financing. The designation of which improvements or facilities are to be financed or refinanced with the proceeds of the Bonds shall be set forth in the Award Certificate. Before the Designated Financial Officer may determine that any improvement or facility is to be financed or refinanced with the proceeds of the Bonds, (i) the improvement or facility must have been approved for construction and financing by the Board, (ii) the Board must have made the findings required by Section 5 of the Master Resolution with respect to the Parity Obligations to be issued for such improvement or facility, and (iii) the project must have received any required approval or review of the Higher Education Coordinating Board to the extent and as required by the provisions of Section 61.058 of the Texas Education Code.

Each Award Certificate is hereby incorporated in and made a part of this Twenty-Seventh Supplement and shall be filed in the minutes of the Board as a part of this Twenty-Seventh Supplement.

(c) Sale of the Bonds. To achieve the lowest borrowing costs for the Participants of the Financing System, each Series of Bonds shall be sold to the public on either a negotiated or competitive basis as determined by the Designated Financial Officer in the Award Certificate for that Series of Bonds. In determining whether to sell a Series of Bonds by negotiated or competitive sale, the Designated Financial Officer shall take into account the financial condition



of the State, the System, and the Financing System, any material disclosure issues that might exist at the time, the market conditions expected at the time of the sale, the achievement of the HUB goals of the Board, and any other matters that, in the judgment of the Designated Financial Officer, might affect the net borrowing costs on the Series of Bonds to be sold.

If the Designated Financial Officer determines that a Series of Bonds should be sold at a competitive sale, the Designated Financial Officer shall prepare a notice of sale and Official Statement in such manner as the Designated Financial Officer deems appropriate, to make the notice of sale and Official Statement available to those institutions and firms wishing to submit a bid for the Series of Bonds, to receive such bids, and to award the sale of the Series of Bonds to the bidder submitting the best bid in accordance with the provisions of the notice of sale. If the Designated Financial Officer determines that a Series of Bonds should be sold by a negotiated sale, the Designated Financial Officer shall designate the senior managing underwriter for such Series of Bonds and such additional investment banking firms as he or she deems appropriate to assure that the Bonds are sold on the most advantageous terms to the Financing System. The Designated Financial Officer, acting for and on behalf of the Board, is authorized to enter into and carry out the terms of a Bond Purchase Contract for each Series of the Bonds to be sold by negotiated sale, with the underwriter(s) thereof at such price, with and subject to such terms as determined by the Designated Financial Officer pursuant to subsection (b) above. The Designated Financial Officer's approval of a Bond Purchase Contract shall be conclusively evidenced by said Designated Financial Officer's execution thereof.

(d) In General. The Bonds (i) may and shall be redeemed prior to the respective scheduled maturity dates, (ii) may be assigned and transferred, (iii) may be exchanged for other Bonds, (iv) shall have the characteristics, (v) shall be signed and sealed, and (vi) shall be subject to redemption prior to maturity, and the principal of and interest on the Bonds shall be payable, all as provided, and in the manner required or indicated, in the FORM OF BONDS set forth in Exhibit B to this Twenty-Seventh Supplement and as determined by the Designated Financial Officer as provided herein, with such changes and additions as are required to be consistent with the terms and provisions shown in the Award Certificate relating to the Bonds.

(e) Delegation to Establish Sinking Fund for Balloon Debt. In the event that the Designated Financial Officer determines to issue Bonds that constitute Balloon Debt, the Designated Financial Officer may upon determining that it is in the best interests of the Board provide in the Award Certificate for (i) the establishment of a sinking fund for such Balloon Debt, (ii) the accumulation of amounts in such sinking fund either by a fixed schedule stated in such Award Certificate or by a formula setting forth the amount and timing of required contributions that in each case is sufficient to provide for the payment of all amounts due on such Balloon Debt, and (iii) any restrictions with respect to such sinking fund, including the investment thereof, necessary to ensure compliance with any applicable provisions of the Code.

(f) Finding Regarding Section 1207.008 (b) Government Code. Pursuant to Section 1207.008(b), Government Code, it is hereby found that it is not practicable or possible to make the determination required by Section 1207.008(a), Government Code, in connection with the issuance of the Bonds to refund the Refunded Obligations. A portion of the Bonds is being authorized to refund the Refunded Notes to provide permanent financing for the improvements

and facilities financed by the Refunded Notes. It is not possible to determine what the difference in debt service would be if the Refunded Notes were not refunded.

**Section 4. INTEREST.** The Current Interest Bonds of each Series of Bonds shall bear interest calculated on the basis of a 360-day year composed of twelve 30-day months from the dates specified in the FORM OF BONDS and in the Award Certificate to their respective dates of maturity at the rates set forth in the Award Certificate; provided that interest on any Taxable Bonds may be computed as determined by the Designated Financial Officer in the Award Certificate either (i) on the basis of a 365- or 366-day year, as applicable for the number of days actually elapsed based upon the calendar year in which the interest rate period for such Bonds commences, (ii) on the basis of a 360-day year of twelve 30-day months or (iii) as otherwise determined by the Designated Financial Officer to be necessary to achieve the most beneficial pricing terms for such Bonds.

The Capital Appreciation Bonds of each Series of Bonds shall bear interest from the Issuance Date for such Series of Bonds, calculated on the basis of a 360-day year composed of twelve 30-day months (subject to rounding to the Compounded Amounts thereof), compounded semiannually on the dates set forth in the Award Certificate (the “Compounding Dates”) commencing on the date set forth in the Award Certificate, and payable, together with the principal amount thereof, in the manner provided in the FORM OF BONDS at the rates set forth in the Award Certificate. Attached to the Award Certificate if Capital Appreciation Bonds are to be issued shall be an Exhibit (the “Compounded Amount Table”) which will set forth the rounded original principal amounts at the Issuance Date for the Capital Appreciation Bonds and the Compounded Amounts and Maturity Amounts thereof (per \$5,000 Maturity Amount) as of each Compounding Date, commencing on the date set forth in the Award Certificate, and continuing until the final maturity of such Capital Appreciation Bonds. The Compounded Amount with respect to any date other than a Compounding Date is the amount set forth on the Compounded Amount Table with respect to the last preceding Compounding Date, plus the portion of the difference between such amount and the amount set forth on the Compounded Amount Table with respect to the next succeeding Compounding Date that the number of days (based on 30-day months) from such last preceding Compounding Date to the date for which such determination is being calculated bears to the total number of days (based on 30-day months) from such last preceding Compounding Date to the next succeeding Compounding Date.

**Section 5. REGISTRATION TRANSFER AND EXCHANGE; BOOK-ENTRY-ONLY SYSTEM; AUTHENTICATION.**

(a) Paying Agent/Registrar. The Designated Financial Officer is authorized to solicit bids for and to select a Paying Agent/Registrar for the Bonds. The Designated Financial Officer is also authorized to enter into and carry out a Paying Agent/Registrar Agreement with the Paying Agent/Registrar with respect to the Bonds in substantially the form previously approved by the Board.

(b) Registration Books. The Board shall keep Registration Books for the registration of the transfer, exchange, and replacement of Bonds, and the Board hereby designates the Paying Agent/Registrar as the initial registrar and transfer agent to keep such Registration Books and

make such registrations of transfers, exchanges, and replacements under such reasonable regulations as the Board may prescribe; and the Paying Agent/Registrar shall make such registrations, transfers, exchanges, and replacements as herein provided. The Paying Agent/Registrar shall obtain and record in the Registration Books the address of the Registered Owner of each Bond to which payments with respect to the Bonds shall be mailed, as herein provided; but it shall be the duty of each Registered Owner to notify the Paying Agent/Registrar in writing of the address to which payments shall be mailed, and such interest payments shall not be mailed unless such notice has been given. The Board shall have the right to inspect the Registration Books during regular business hours of the Paying Agent/Registrar, but otherwise the Paying Agent/Registrar shall keep the Registration Books confidential and, unless otherwise required by law, shall not permit their inspection by any other entity.

(c) Ownership of Bonds. The entity in whose name any Bond shall be registered in the Registration Books at any time shall be deemed and treated as the absolute owner thereof for all purposes of this Twenty-Seventh Supplement, whether or not such Bond shall be overdue, and, to the extent permitted by law, the Board and the Paying Agent/Registrar shall not be affected by any notice to the contrary; and payment of, or on account of, the principal of, premium, if any, and interest on any such Bond shall be made only to such Registered Owner. All such payments shall be valid and effectual to satisfy and discharge the liability upon such Bond to the extent of the sum or sums so paid.

(d) Payment of Bonds and Interest. The Board hereby further appoints the Paying Agent/Registrar to act as the paying agent for paying the principal of and interest on the Bonds, all as provided in this Twenty-Seventh Supplement. The Paying Agent/Registrar shall keep proper records of all payments made by the Board and the Paying Agent/Registrar with respect to the Bonds.

(e) Authentication. The Initial Bond shall be delivered to the initial purchaser and is not required to be, and shall not be, authenticated by the Paying Agent/Registrar, but on each Bond issued in exchange for the Initial Bond or any Bond or Bonds issued under this Twenty-Seventh Supplement the Paying Agent/Registrar shall execute the Paying Agent/Registrar's Authentication Certificate, in the form set forth in the FORM OF BONDS set forth in this Resolution.

(f) Transfer, Exchange, or Replacement. Each Bond issued and delivered pursuant to this Twenty-Seventh Supplement, to the extent of the unpaid or unredeemed principal amount or Maturity Amount thereof, upon surrender of such Bond at a designated corporate trust office of the Paying Agent/Registrar, together with a written request therefor duly executed by the registered owner or the assignee or assignees thereof, or its or their duly authorized attorneys or representatives, with guarantee of signatures satisfactory to the Paying Agent/Registrar, may, at the option of the Registered Owner or such assignee or assignees, as appropriate, be exchanged for fully registered bonds, without interest coupons, in the appropriate form prescribed in the FORM OF BONDS set forth in this Twenty-Seventh Supplement, in the denomination of any Authorized Denominations (subject to the requirement hereinafter stated that each substitute Bond shall be of the same Series and have a single stated maturity date) as requested in writing by such Registered Owner or such assignee or assignees, in an aggregate principal amount or Maturity Amount equal to the unpaid or unredeemed principal amount or Maturity Amount of

any Bond or Bonds so surrendered, and payable to the appropriate Registered Owner, assignee, or assignees, as the case may be. If a portion of any Bond shall be redeemed prior to its scheduled maturity as provided herein, a substitute Bond or Bonds having the same Series designation and maturity date, bearing interest at the same rate, and payable in the same manner, in Authorized Denominations at the request of the Registered Owner, and in aggregate principal amount equal to the unredeemed portion thereof, will be issued to the Registered Owner upon surrender thereof for cancellation. If any Bond or portion thereof is assigned and transferred, each Bond issued in exchange therefor shall have the same Series designation and maturity date and bear interest at the same rate and be payable in the same manner as the Bond for which it is being exchanged. Each substitute Bond shall bear a letter and/or number to distinguish it from each other Bond. The Paying Agent/Registrar shall exchange or replace Bonds as provided herein, and each fully registered bond delivered in exchange for or replacement of any Bond or portion thereof as permitted or required by any provision of this Twenty-Seventh Supplement shall constitute one of the Bonds for all purposes of this Twenty-Seventh Supplement, and may again be exchanged or replaced. On each substitute Bond issued in exchange for or replacement of any Bond or Bonds issued under this Twenty-Seventh Supplement there shall be printed an Authentication Certificate, in the form set forth in Exhibit B to this Twenty-Seventh Supplement. An authorized representative of the Paying Agent/Registrar shall, before the delivery of any such Bond, date and manually sign the above Authentication Certificate, and, except as provided in (e) above, no such Bond shall be deemed to be issued or outstanding unless such Certificate is so executed. The Paying Agent/Registrar promptly shall cancel all Bonds surrendered for transfer, exchange, or replacement. No additional resolutions need be passed or adopted by the Board or any other body or person so as to accomplish the foregoing transfer, exchange, or replacement of any Bond or portion thereof, and the Paying Agent/Registrar shall provide for the printing, execution, and delivery of the substitute Bonds in the manner prescribed herein. Pursuant to Chapter 1203, Texas Government Code, as amended, the duty of transfer, exchange, or replacement of Bonds as aforesaid is hereby imposed upon the Paying Agent/Registrar, and, upon the execution of the above Paying Agent/Registrar's Authentication Certificate, the exchanged or replaced Bond shall be valid, incontestable, and enforceable in the same manner and with the same effect as the Bonds which were originally issued pursuant to this Twenty-Seventh Supplement. The Board shall pay the Paying Agent/Registrar's standard or customary fees and charges, if any, for transferring, and exchanging any Bond or any portion thereof, but the one requesting any such transfer and exchange shall pay any taxes or governmental charges required to be paid with respect thereto as a condition precedent to the exercise of such privilege. The Paying Agent/Registrar shall not be required to make any such transfer, exchange, or replacement of Bonds or any portion thereof during the period commencing with the close of business on any Record Date and ending with the opening of business on the next following interest payment date. To the extent possible, any new Bond issued in an exchange, replacement, or transfer of a Bond will be delivered to the Registered Owner or assignee of the Registered Owner not more than three business days after the receipt of the Bonds to be cancelled and the written request as described above.

(g) Substitute Paying Agent/Registrar. The Board covenants with the Registered Owners of the Bonds that at all times while the Bonds are outstanding the Board will provide a competent and legally qualified bank, trust company, financial institution, or other agency to act as and perform the services of Paying Agent/Registrar for the Bonds under this Twenty-Seventh Supplement. The Board reserves the right to, and may, at its option, change the Paying

Agent/Registrar upon not less than 60 days written notice to the Paying Agent/Registrar, to be effective not later than 60 days prior to the next principal or interest payment date after such notice. In the event that the entity at any time acting as Paying Agent/Registrar (or its successor by merger, acquisition, or other method) should resign or otherwise cease to act as such, the Board covenants that promptly it will appoint a competent and legally qualified bank, trust company, financial institution, or other agency to act as Paying Agent/Registrar under this Twenty-Seventh Supplement. Upon any change in the Paying Agent/Registrar, the previous Paying Agent/Registrar promptly shall transfer and deliver the Registration Books (or a copy thereof), along with all other pertinent books and records relating to the Bonds, to the new Paying Agent/Registrar designated and appointed by the Board. Upon any change in the Paying Agent/Registrar, the Board promptly will cause a written notice thereof to be sent by the new Paying Agent/Registrar to each Registered Owner of the Bonds, by United States mail, first-class postage prepaid, which notice also shall give the address of the new Paying Agent/Registrar. By accepting the position and performing as such, each Paying Agent/Registrar shall be deemed to have agreed to the provisions of this Twenty-Seventh Supplement, and a certified copy of this Twenty-Seventh Supplement shall be delivered to each Paying Agent/Registrar.

(h) Book-Entry-Only System. The Definitive Bonds shall be initially issued in the form of a separate single fully registered Bond for each of the maturities thereof. Upon initial issuance, the ownership of each such Bond shall be registered in the name of Cede & Co., as nominee of the Depository Trust Company, New York, New York (“DTC”), and except as provided in subsection (i) hereof, all of the Outstanding Bonds shall be registered in the name of Cede & Co., as nominee of DTC.

With respect to Bonds registered in the name of Cede & Co., as nominee of DTC, the Board and the Paying Agent/Registrar shall have no responsibility or obligation to any DTC Participant or to any person on behalf of whom such a DTC Participant holds an interest on the Bonds. Without limiting the immediately preceding sentence, the Board and the Paying Agent/Registrar shall have no responsibility or obligation with respect to (i) the accuracy of the records of DTC, Cede & Co. or any DTC Participant with respect to any ownership interest in the Bonds, (ii) the delivery to any DTC Participant or any other person, other than a Bondholder, as shown on the Registration Books, of any notice with respect to the Bonds, including any notice of redemption, or (iii) the payment to any DTC Participant or any other person, other than a Bondholder, as shown in the Registration Books of any amount with respect to principal of, premium, if any, or interest on the Bonds. Notwithstanding any other provision of this Twenty-Seventh Supplement to the contrary, but to the extent permitted by law, the Board and the Paying Agent/Registrar shall be entitled to treat and consider the person in whose name each Bond is registered in the Registration Books as the absolute owner of such Bond for the purpose of payment of principal, premium, if any, and interest with respect to such Bond, for the purpose of giving notices of redemption and other matters with respect to such Bond, for the purpose of registering transfers with respect to such Bond, and for all other purposes whatsoever. The Paying Agent/Registrar shall pay all principal of, premium, if any, and interest on the Bonds only to or upon the order of the respective owners, as shown in the Registration Books as provided in this Twenty-Seventh Supplement, or their respective attorneys duly authorized in writing, and all such payments shall be valid and effective to fully satisfy and discharge the Board's obligations with respect to payment of principal of, premium, if any, and interest on the Bonds to the extent of the sum or sums so paid. No person other than an owner, as shown in the Registration Books,

shall receive a Bond certificate evidencing the obligation of the Board to make payments of principal, premium, if any, and interest pursuant to this Twenty-Seventh Supplement. Upon delivery by DTC to the Paying Agent/Registrar of written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., and subject to the provisions in this Twenty-Seventh Supplement with respect to interest checks being mailed to the Registered Owner at the close of business on the Record Date, the word “Cede & Co.” in this Twenty-Seventh Supplement shall refer to such new nominee of DTC.

(i) Successor Securities Depository: Transfers Outside Book-Entry-Only System. In the event that the Board determines to discontinue the use of the Book-Entry-Only System through DTC, or DTC determines to discontinue providing its services with respect to the Bonds the Board shall (i) appoint a successor securities depository, qualified to act as such under Section 17(a) of the Securities and Exchange Act of 1934, as amended, notify DTC and DTC Participants of the appointment of such successor securities depository and transfer one or more separate Bonds to such successor securities depository or (ii) notify DTC and DTC Participants of the availability through DTC of Bonds and transfer one or more separate Bonds to DTC Participants having Bonds credited to their DTC accounts. In such event, the Bonds shall no longer be restricted to being registered in the Registration Books in the name of Cede & Co., as nominee of DTC, but may be registered in the name of the successor securities depository, or its nominee, or in whatever name or names Bondholders transferring or exchanging Bonds shall designate, in accordance with the provisions of this Twenty-Seventh Supplement. Whenever a successor securities depository has been appointed pursuant to this paragraph, the terms DTC and DTC Participant as used in this Twenty-Seventh Supplement shall refer to such successor securities depository and its participants, respectively.

(j) Payments to Cede & Co. Notwithstanding any other provision of this Twenty-Seventh Supplement to the contrary, so long as any Bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to principal of, premium, if any, and interest on such Bond and all notices with respect to such Bond shall be made and given, respectively, in the manner provided in the representation letter of the Board to DTC.

(k) Notice of Redemption and Defeasance.

(i) In addition to the notice of redemption set forth in the FORM OF BONDS, the Designated Financial Officer shall give notice of redemption or defeasance to the Paying Agent/Registrar at least forty-five (45) days prior to a redemption date in the case of a redemption and on the defeasance date in the case of a defeasance and the Paying Agent/Registrar shall give notice of redemption or of defeasance of Bonds by mail, first-class postage prepaid at least thirty (30) days prior to a redemption date and within thirty (30) days after a defeasance date to each registered securities depository and to any national information service that disseminates such notices.

(ii) In addition, in the event of a redemption caused by an advance refunding of the Bonds, the Paying Agent/Registrar shall send a second notice of redemption to the persons specified in the immediately preceding sentence at least thirty (30) days but not more than ninety (90) days prior to the actual redemption date. Any notice sent to the registered securities depositories or such national information services shall be sent so

that they are received at least two (2) days prior to the general mailing or publication date of such notice. The Paying Agent/Registrar shall also send a notice of prepayment or redemption to the Registered Owner of any Bond who has not sent the Bonds in for redemption sixty (60) days after the redemption date.

(iii) Each notice of redemption or defeasance, whether required in the FORM OF BONDS or in this Section, shall contain a description of the Bonds to be redeemed or defeased including the complete name of the Bonds, the date of issue, the interest rate, the maturity date, the CUSIP number, the certificate numbers, the amounts called of each certificate, the publication and mailing date for the notice, the date of redemption or defeasance, the redemption price, if any, the name of the Paying Agent/Registrar and the address at which the Bonds may be redeemed or paid, including a contact person and telephone number.

(iv) All redemption payments made by the Paying Agent/Registrar to the Registered Owners of the Bonds shall include a CUSIP number relating to each amount paid to such Registered Owner.

(v) If at the time of mailing of notice of any optional redemption in connection with a refunding of the Bonds, the Board shall not have deposited with the Paying Agent/Registrar or an eligible financial institution moneys sufficient to redeem all of the Bonds called for redemption, such notice may state that it is conditional in that it is subject to the deposit of the proceeds of refunding bonds with the Paying Agent/Registrar or an eligible financial institution not later than the redemption date, and such notice shall be of no effect unless such moneys are so deposited.

**Section 6. FORM OF BONDS.** The form of the Bonds, including the form of Paying Agent/Registrar's Authentication Certificate, the form of Assignment and the form of Registration Certificate of the Comptroller of Public Accounts of the State of Texas, if needed with respect to the Bonds initially issued and delivered pursuant to this Twenty-Seventh Supplement, shall be, respectively, substantially as set forth in Exhibit B, with such appropriate variations, omissions, or insertions as are permitted or required by this Twenty-Seventh Supplement and the Award Certificate, including specifically information relating to Capital Appreciation Bonds and Current Interest Bonds, redemption provisions, and the information to be included in the purpose clause.

**Section 7. ESTABLISHMENT OF FINANCING SYSTEM AND ISSUANCE OF PARITY OBLIGATIONS.** By adoption of the Master Resolution the Board has established The Texas A&M University System Revenue Financing System for the purpose of providing a financing structure for revenue supported indebtedness of the institutions and agencies of The Texas A&M University System which are from time to time included as Participants of the Financing System. The Master Resolution is intended to establish a master plan under which revenue supported debt of the Financing System can be incurred. This Twenty-Seventh Supplement provides for the authorization, issuance, sale, delivery, form, characteristics, provisions of payment and redemption, and security of the Bonds as Parity Obligations. The Master Resolution is incorporated herein by reference and as such made a part hereof for all purposes, except to the extent modified and supplemented hereby, and the Bonds are hereby

declared to be Parity Obligations under the Master Resolution. As required by Section 5(a) of the Master Resolution, the Board hereby determines that, upon the issuance of the Bonds, it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Financing System and to meet all financial obligations of the Board relating to the Financing System and that the Participants on whose behalf the Bonds are to be issued possess the financial capacity to satisfy their Direct Obligations after taking the Bonds into account.

**Section 8. SECURITY AND PAYMENTS.** The Bonds are special obligations of the Board payable from and secured solely by the Pledged Revenues pursuant to the Master Resolution and this Twenty-Seventh Supplement. The Pledged Revenues are hereby pledged, subject to the liens securing Prior Encumbered Obligations, to the payment of the principal of, premium, if any, and interest on Parity Obligations, including the Bonds, as the same shall become due and payable. The Board agrees to pay the principal of, premium, if any, and the interest on the Bonds when due, whether by reason of maturity or redemption.

**Section 9. PAYMENTS**

(a) Immediately after the delivery of the Bonds, the Board shall deposit all accrued interest received from the sale and delivery of the Bonds to the credit of a special account to be held to pay interest on the Bonds on the first interest payment date.

(b) Semiannually on or before each principal, redemption, or interest payment date while any of the Bonds are outstanding and unpaid, commencing on the first interest payment date for the Bonds as provided in the Award Certificate, the Board shall make available to the Paying Agent/Registrar, money sufficient to pay such interest on and such principal of the Bonds, including the Maturity Amount of any Capital Appreciation Bonds, as will accrue or mature, or be subject to mandatory redemption prior to maturity, on such principal, redemption, or interest payment date. The Paying Agent/Registrar shall cancel all paid Bonds and shall furnish the Board with an appropriate certificate of cancellation.

**Section 10. DAMAGED, MUTILATED, LOST, STOLEN, OR DESTROYED BONDS**

(a) Replacement Bonds. In the event any outstanding Bond is damaged, mutilated, lost, stolen, or destroyed, the Paying Agent/Registrar shall cause to be printed, executed, and delivered, a new bond of the same Series, principal amount, Maturity Amount, maturity and interest rate, and in the same form, as the damaged, mutilated, lost, stolen, or destroyed Bond, in replacement for such Bond in the manner hereinafter provided.

(b) Application for Replacement Bonds. Application for replacement of damaged, mutilated, lost, stolen, or destroyed Bonds shall be made to the Paying Agent/Registrar. In every case of loss, theft, or destruction of a Bond, the applicant for a replacement bond shall furnish to the Board and to the Paying Agent/Registrar such security or indemnity as may be required by them to save each of them harmless from any loss or damage with respect thereto. Also, in every case of loss, theft, or destruction of a Bond, the applicant shall furnish to the Board and to the Paying Agent/Registrar evidence to their satisfaction of the loss, theft, or destruction of such



Bond, as the case may be. In every case of damage or mutilation of a Bond, the applicant shall surrender to the Paying Agent/Registrar for cancellation the Bond so damaged or mutilated.

(c) Payment in Lieu of Replacement. Notwithstanding the foregoing provisions of this Section, in the event any such Bond shall have matured, and no default has occurred which is then continuing in the payment of the principal, Maturity Amount, redemption premium, if any, or interest on the Bond, the Board may authorize the payment of the same (without surrender thereof except in the case of a damaged or mutilated Bond) instead of issuing a replacement Bond, provided security or indemnity is furnished as above provided in this Section.

(d) Charge for Issuing Replacement Bonds. Prior to the issuance of any replacement Bond, the Paying Agent/Registrar shall charge the owner of such Bond with all legal, printing, and other expenses in connection therewith. Every replacement Bond issued pursuant to the provisions of this Section by virtue of the fact that any Bond is lost, stolen, or destroyed shall constitute a contractual obligation of the Board whether or not the lost, stolen, or destroyed Bond shall be found at any time, or be enforceable by anyone, and shall be entitled to all the benefits of this Twenty-Seventh Supplement equally and proportionately with any and all other Bonds duly issued under this Twenty-Seventh Supplement.

(e) Authority for Issuing Replacement Bonds. In accordance with Chapter 1203, Texas Government Code, as amended, this Section shall constitute authority for the issuance of any such replacement Bond without the necessity of further action by the Board or any other body or person, and the duty of the replacement of such Bonds is hereby authorized and imposed upon the Paying Agent/Registrar, and the Paying Agent/Registrar shall authenticate and deliver such Bonds in the form and manner and with the effect, as provided in Section 5(e) of this Twenty-Seventh Supplement for Bonds issued in exchange and replacement for other Bonds.

## **Section 11. AMENDMENT OF SUPPLEMENT**

(a) Amendments Without Consent. This Twenty-Seventh Supplement and the rights and obligations of the Board and of the owners of the Bonds may be modified or amended at any time without notice to or the consent of any owner of the Bonds or any other Parity Obligations, solely for any one or more of the following purposes:

(i) To add to the covenants and agreements of the Board contained in this Twenty-Seventh Supplement, other covenants and agreements thereafter to be observed, or to surrender any right or power reserved to or conferred upon the Board in this Twenty-Seventh Supplement;

(ii) To cure any ambiguity or inconsistency, or to cure or correct any defective provisions contained in this Twenty-Seventh Supplement, upon receipt by the Board of an opinion of Bond Counsel that the same is needed for such purpose and will more clearly express the intent of this Twenty-Seventh Supplement;

(iii) To supplement the security for the Bonds, replace or provide additional credit facilities, or change the form of the Bonds or make such other changes in the provisions hereof as the Board may deem necessary or desirable and which shall not, in

the judgment of the Board, materially adversely affect the interests of the owners of the Outstanding Bonds;

(iv) To make such other changes in the provisions of this Twenty-Seventh Supplement as the Board may deem necessary or desirable and which does not, in the judgment of the Board, materially adversely affect the interests of the owners of Parity Obligations; or

(v) To make any changes or amendments requested by any National-Recognized Rating Agency then rating or requested to rate Bonds, as a condition to the issuance or maintenance of a rating, which changes or amendments do not, in the judgment of the Board, materially adversely affect the interests of the owners of the Outstanding Bonds,

(b) Amendments With Consent. Subject to the other provisions of this Twenty-Seventh Supplement, the owners of Outstanding Bonds aggregating 51 percent in Outstanding Principal Amount of Bonds shall have the right from time to time to approve any amendment, other than amendments described in subsection (a) of this Section, to this Twenty-Seventh Supplement which may be deemed necessary or desirable by the Board; provided, however, that nothing herein contained shall permit or be construed to permit, without the approval of the owners of all of the Outstanding Bonds, the amendment of the terms and conditions in this Twenty-Seventh Supplement or in the Bonds so as to:

(i) Make any change in the maturity of the Outstanding Bonds;

(ii) Reduce the rate of interest borne by Outstanding Bonds;

(iii) Reduce the amount of the principal or Maturity Amount payable on Outstanding Bonds;

(iv) Modify the terms of payment of principal or Maturity Amount of or interest on the Outstanding Bonds, or impose any conditions with respect to such payment;

(v) Affect the rights of the owners of less than all Bonds then Outstanding; or

(vi) Change the minimum percentage of the Outstanding Principal Amount of Bonds necessary for consent to such amendment.

(c) Notice. If at any time the Board shall desire to amend this Twenty-Seventh Supplement pursuant to (b) above, the Board shall cause notice of the proposed amendment to be published in a financial newspaper or journal of general circulation in the City of New York, New York, once during each calendar week for at least two successive calendar weeks. Such notice shall briefly set forth the nature of the proposed amendment and shall state that a copy thereof is on file at the principal office of the Registrar for inspection by all owners of Bonds. Such publication is not required, however, if the Board gives or causes to be given such notice in writing to each owner of Bonds.

(d) Receipt of Consents. Whenever at any time not less than thirty days, and within one year, from the date of the first publication of said notice or other service of written notice of the proposed amendment the Board shall receive an instrument or instruments executed by all of the owners or the owners of at least 51 percent in Outstanding Principal Amount of Bonds, as appropriate, which instrument or instruments shall refer to the proposed amendment described in said notice and which specifically consent to and approve such amendment in substantially the form of the copy thereof on file as aforesaid, the Board may adopt the amendatory resolution in substantially the same form.

(e) Effect of Amendments. Upon the adoption by the Board of any resolution to amend this Twenty-Seventh Supplement pursuant to the provisions of this Section, this Twenty-Seventh Supplement shall be deemed to be amended in accordance with the amendatory resolution, and the respective rights, duties, and obligations of the Board and all the owners of then Outstanding Bonds and all future Bonds shall thereafter be determined, exercised, and enforced under the Master Resolution and this Twenty-Seventh Supplement, as amended.

(f) Consent Irrevocable. Any consent given by any owner of Bonds pursuant to the provisions of this Section shall be irrevocable for a period of six months from the date of the first publication or other service of the notice provided for in this Section, and shall be conclusive and binding upon all future owners of the same Bonds during such period. Such consent may be revoked at any time after six months from the date of the first publication of such notice by the owner who gave such consent, or by a successor in title, by filing notice thereof with the Registrar and the Board, but such revocation shall not be effective if the owners of 51 percent in Outstanding Principal Amount of Bonds, prior to the attempted revocation, consented to and approved the amendment.

(g) Ownership. For the purpose of this Section, the ownership and other matters relating to all Bonds registered as to ownership shall be determined from the registration books kept by the Registrar therefor. The Registrar may conclusively assume that such ownership continues until written notice to the contrary is served upon the Registrar.

## **Section 12. COVENANTS REGARDING TAX MATTERS.**

(a) Definitions. When used in this Section, the following terms have the following meanings:

“Code” means the Internal Revenue Code of 1986, as amended by all legislation, if any, enacted on or before the Issue Date.

“Computation Date” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Gross Proceeds” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Investment” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Issue Date” for each Series or sub-Series of the Tax-Exempt Bonds or other obligations of the Board is the respective date on which such Series or sub-Series of the Tax-Exempt Bonds or other obligations of the Board is delivered against payment therefor.

“Net Sale Proceeds” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Nonpurpose Investment” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Proceeds” has the meaning stated in Section 1.148-1(b) of the Regulations.

“Rebate Amount” has the meaning stated in Section 1.148-3 of the Regulations.

“Regulations” means the temporary or final Income Tax Regulations applicable to the Tax-Exempt Bonds issued pursuant to Sections 141 through 150 of the Code. Any reference to a section of the Regulations shall also refer to any successor provision to such section hereafter promulgated by the Internal Revenue Service pursuant to Sections 141 through 150 of the Code and applicable to the Tax-Exempt Bonds.

“Yield of”

- (1) any Investment shall be computed in accordance with Section 1.148-5 of the Regulations, and
- (2) the Tax-Exempt Bonds shall be computed in accordance with Section 1.148-4 of the Regulations.

(b) Not to Cause Interest to Become Taxable. The Board shall not use, permit the use of or omit to use Gross Proceeds or any other amounts (or any property the acquisition, construction or improvement of which is to be financed directly or indirectly with Gross Proceeds) in a manner which, if made or omitted, respectively, would cause the interest on any Tax-Exempt Bonds to become includable in the gross income, as defined in Section 61 of the Code, of the owner thereof for federal income tax purposes. Without limiting the generality of the foregoing, unless and until the Board shall have received a written opinion of Bond Counsel to the effect that failure to comply with such covenant will not adversely affect the exemption from federal income tax of the interest on any Bond, the Board shall comply with each of the specific covenants in this Section.

(c) No Private Use or Private Payments. Except as permitted by Section 141 of the Code and the regulations and rulings thereunder, the Board shall, at all times prior to the last stated maturity of the Tax-Exempt Bonds,

- (i) exclusively own, operate, and possess all property the acquisition, construction, or improvement of which is to be financed directly or indirectly with Gross Proceeds of the Tax-Exempt Bonds (including property financed with Gross Proceeds of the Refunded Bonds or notes or bonds refunded by the Refunded Bonds) and not use or

permit the use of such Gross Proceeds or any property acquired, constructed, or improved with such Gross Proceeds in any activity carried on by any person or entity other than a state or local government, unless such use is solely as a member of the general public, or

(ii) not directly or indirectly impose or accept any charge or other payment for use of Gross Proceeds of the Tax-Exempt Bonds or any property the acquisition, construction or improvement of which is to be financed directly or indirectly with such Gross Proceeds (including property financed with Gross Proceeds of the Refunded Bonds or notes or bonds refunded by the Refunded Bonds) other than taxes of general application and interest earned on investments acquired with such Gross Proceeds pending application for their intended purposes.

(d) No Private Loan. Except to the extent permitted by Section 141 of the Code and the regulations and rulings thereunder, the Board shall not use Gross Proceeds of the Tax-Exempt Bonds, to make or finance loans to any person or entity other than a state or local government. For purposes of the foregoing covenant, Gross Proceeds are considered to be “loaned” to a person or entity if (A) property acquired, constructed or improved with Gross Proceeds (including property financed with Gross Proceeds of the Refunded Bonds or notes or bonds refunded by the Refunded Bonds) is sold or leased to such person or entity in a transaction which creates a debt for federal income tax purposes, (B) capacity in or service from such property is committed to such person or entity under a take-or-pay, output, or similar contract or arrangement, or (C) indirect benefits, or burdens and benefits of ownership, of such Gross Proceeds or such property are otherwise transferred in a transaction which is the economic equivalent of a loan.

(e) Not to Invest at Higher Yield. Except to the extent permitted by Section 148 of the Code and the regulations and rulings thereunder, the Board shall not, at any time prior to the earlier of the final stated maturity or final payment of the Tax-Exempt Bonds, directly or indirectly invest Gross Proceeds of the Tax-Exempt Bonds in any Investment (or use such Gross Proceeds to replace money so invested), if as a result of such investment the Yield of all Investments allocated to such Gross Proceeds whether then held or previously disposed of, exceeds the Yield on the Tax-Exempt Bonds.

(f) Not Federally Guaranteed. Except to the extent permitted by Section 149(b) of the Code and the regulations and rulings thereunder, the Board shall not take or omit to take any action which would cause the Tax-Exempt Bonds to be federally guaranteed within the meaning of Section 149(b) of the Code and the regulations and rulings thereunder.

(g) Information Report. The Board shall timely file with the Secretary of the Treasury the information required by Section 149(e) of the Code with respect to each of the Tax-Exempt Bonds on such forms and in such place as such Secretary may prescribe.

(h) Payment of Rebate Amount. Except to the extent otherwise provided in Section 148(f) of the Code and the regulations and rulings thereunder, the Board shall:

(i) account for all Gross Proceeds (including all receipts, expenditures and investments thereof) on its books of account separately and apart from all other funds

(and receipts, expenditures and investments thereof) and shall retain all records of such accounting for at least six years after the final Computation Date. The Board may, however, to the extent permitted by law, commingle Gross Proceeds of the Tax-Exempt Bonds with other money of the Board, provided that the Board separately accounts for each receipt and expenditure of such Gross Proceeds and the obligations acquired therewith,

(ii) calculate the Rebate Amount with respect to the Tax-Exempt Bonds not less frequently than each Computation Date, in accordance with rules set forth in Section 148(f) of the Code, Section 1.148-3 of the Regulations, and the rulings thereunder. The Board shall maintain a copy of such calculations for at least six years after the final Computation Date,

(iii) as additional consideration for the purchase of the Tax-Exempt Bonds, by the initial purchaser thereof and the loan of the money represented thereby, and in order to induce such purchase by measures designed to ensure the excludability of the interest thereon from the gross income of the owners thereof for federal income tax purposes, pay to the United States the amount described in paragraph (B) above at the times, in the installments, to the place, in the manner and accompanied by such forms or other information as is or may be required by Section 148(f) of the Code and the regulations and rulings thereunder, and

(iv) exercise reasonable diligence to assure that no errors are made in the calculations required by paragraph (B) and, if such error is made, to discover and promptly to correct such error within a reasonable amount of time thereafter, including payment to the United States of any interest and any penalty required by the Regulations.

(i) Not to Divert Arbitrage Profits. Except to the extent permitted by Section 148 of the Code and the regulations and rulings thereunder, the Board shall not, at any time prior to the earlier of the final stated maturity or final payment of the Tax-Exempt Bonds, enter into any transaction that reduces the amount required to be paid to the United States pursuant to Subsection (8) of this Section because such transaction results in a smaller profit or a larger loss than would have resulted if the transaction had been at arm's length and had the Yield of the Tax-Exempt Bonds, not been relevant to either party.

(j) Not Hedge Bonds. The Board did not invest more than 50 percent of the Proceeds of each series of the Refunded Bonds (or, if applicable, the obligations refunded by the Refunded Bonds (the "Original Bonds")) in Nonpurpose Investments having a guaranteed yield for four years or more. On the Issue Date of the Refunded Bonds, or, if applicable, the Original Bonds, the Board reasonably expected that at least 85 percent of the Net Sale Proceeds of each series of the Refunded Bonds, or, if applicable, the Original Bonds, would be used to carry out the governmental purpose of such series within three years after the Issue Date of such series.

(k) No Disposition. The Board covenants that the property financed with the proceeds of the Tax-Exempt Bonds or the Refunded Bonds will not be sold or otherwise disposed in a transaction resulting in the receipt by the Board of cash or other compensation, unless the Board obtains an opinion of Bond Counsel that such sale or other disposition will not

adversely affect the tax-exempt status of the Tax-Exempt Bonds or the Refunded Bonds. For purposes of the foregoing, the portion of the property comprising personal property and disposed in the ordinary course shall not be treated as a transaction resulting in the receipt of cash or other compensation.

### **Section 13. CONTINUING DISCLOSURE UNDERTAKING**

(a) Annual Reports. The Board shall provide annually to the MSRB, in an electronic format as prescribed by the MSRB, within six months after the end of each Fiscal Year, financial information and operating data with respect to The Texas A&M University System, including the Annual Financial Report of The Texas A&M University System, as determined by the Designated Financial Officer at the time the Bonds are sold. The Award Certificate shall specify such financial information and operating data. Any financial statements with respect to The Texas A&M University System so to be provided shall be (1) prepared on an accrual basis, or such other basis as the Board may be required to employ from time to time pursuant to state law or regulation, and (2) audited, if the Board commissions an audit of such statements and the audit is completed within the period during which they must be provided. If audited financial statements are not so provided within the required period, then the Board shall provide unaudited financial statements for the applicable Fiscal Year to the MSRB, in an electronic format as prescribed by the MSRB, and shall file audited financial statements when and if audited financial statements become available. If audited financial statements are not prepared for any Fiscal Year and audited financial statements are prepared with respect to the State of Texas for such Fiscal Year, the Board shall provide, or cause to be provided, the audited financial statements of the State of Texas for the applicable Fiscal Year to the MSRB, in an electronic format as prescribed by the MSRB, within six months after the end of said Fiscal Year or as soon thereafter as such audited financial statements become available from the State Auditor of the State of Texas. Any such audited financial statements of the State of Texas so provided shall be prepared in accordance with generally accepted accounting principles for state governments, as such principles may be changed from time to time to comply with state law.

If the Board changes the Fiscal Year, the Board will notify the MSRB of the change (and of the date of the new Fiscal Year end) prior to the next date by which the Board otherwise would be required to provide financial information and operating data pursuant to this Section.

The financial information and operating data to be provided pursuant to this Subsection may be set forth in full in one or more documents or may be included by specific reference to any document that is available to the public on the MSRB's internet web site or filed with the SEC. All documents provided to the MSRB pursuant to this subsection shall be accompanied by identifying information as prescribed by the MSRB.

(b) Material Event Notices. The Board shall notify the MSRB, in an electronic format as prescribed by the MSRB, in a timely manner not in excess of ten business days after the occurrence of the event, of any of the following events with respect to the Bonds: (i) principal and interest payment delinquencies; (ii) non-payment related defaults, if material; (iii) unscheduled draws on debt service reserves reflecting financial difficulties; (iv) unscheduled draws on credit enhancements reflecting financial difficulties; (v) substitution of credit or liquidity providers, or their failure to perform; (vi) adverse tax opinions, the issuance by the

Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Bonds, or other material events affecting the tax status of the Bonds; (vii) modifications to rights of holders of the Bonds, if material; (viii) bond calls, if material, and tender offers; (ix) defeasances; (x) release, substitution, or sale of property securing repayment of the Bonds, if material; (xi) rating changes; (xii) bankruptcy, insolvency, receivership or similar event of the obligated person; (xiii) the consummation of a merger, consolidation, or acquisition involving an obligated person or the sale of all or substantially all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and (xiv) the appointment of a successor or additional trustee or the change of name of a trustee, if material.

As used in clause (xii), above, the phrase “bankruptcy, insolvency, receivership or similar event” means the appointment of a receiver, fiscal agent or similar officer for the System in a proceeding under the U.S. Bankruptcy Code or in any other proceeding under state or federal law in which a court of governmental authority has assumed jurisdiction over substantially all of the assets or business of the System, or if jurisdiction has been assumed by leaving the System in possession but subject to the supervision and orders of a court or governmental authority, or the entry of an order confirming a plan of reorganization, arrangement or liquidation by a court or governmental authority having supervision or jurisdiction over substantially all of the assets or business of the System.

The Board shall notify the MSRB, in a timely manner, of any failure by the Board to provide financial information or operating data in accordance with this subsection by the time required.

(c) Identifying Information. All information and notices shall be provided to the MSRB in an electronic format, as prescribed by the MSRB, and all documents provided to the MSRB pursuant to this Section shall be accompanied by identifying information, as prescribed by the MSRB.

(d) Limitations, Disclaimers, and Amendments. The Board shall be obligated to observe and perform the covenants specified in this Subsection for so long as, but only for so long as, the Board remains an “obligated person” with respect to the Bonds within the meaning of the Rule, except that the Board in any event will give the notice required by Section 4 of this Resolution any Bond calls and defeasance that cause the Bonds to no longer be outstanding.

The provisions of this Subsection are for the sole benefit of the holders and beneficial owners of the Bonds, and nothing in this Subsection, express or implied, shall give any benefit or any legal or equitable right, remedy, or claim hereunder to any other person. The Board undertakes to provide only the financial information, operating data, financial statements, and notices which it has expressly agreed to provide pursuant to this subsection and does not hereby undertake to provide any other information that may be relevant or material to a complete presentation of the Board’s financial results, condition, or prospects, or hereby undertake to update any information provided in accordance with this subsection or otherwise, except as



expressly provided herein. The Board does not make any representation or warranty concerning such information or its usefulness to a decision to invest in or sell Bonds at any future date.

UNDER NO CIRCUMSTANCES SHALL THE BOARD BE LIABLE TO THE HOLDER OR BENEFICIAL OWNER OF ANY BOND OR ANY OTHER PERSON, IN CONTRACT OR TORT, FOR DAMAGES RESULTING IN WHOLE OR IN PART FROM ANY BREACH BY THE BOARD, WHETHER NEGLIGENT OR WITHOUT FAULT ON ITS PART, OF ANY COVENANT SPECIFIED IN THIS SECTION, BUT EVERY RIGHT AND REMEDY OF ANY SUCH PERSON, IN CONTRACT OR TORT, FOR OR ON ACCOUNT OF ANY SUCH BREACH SHALL BE LIMITED TO AN ACTION FOR MANDAMUS OR SPECIFIC PERFORMANCE.

No default by the Board in observing or performing its obligations under this Subsection shall constitute a breach of or default under this Resolution for purposes of any other provision of this Resolution.

Should the Rule be amended to obligate the Board to make filings with or provide notices to entities other than the MSRB, the Board hereby agrees to undertake such obligation with respect to the Bonds in accordance with the Rule as amended.

Nothing in this Section is intended or shall act to disclaim, waive, or otherwise limit the duties of the Board under federal and State securities laws.

The provisions of this Subsection may be amended by the Board from time to time to adapt to changed circumstances that arise from a change in legal requirements, a change in law, or a change in the identity, nature, status, or type of operations of the Board, but only if (i) the provisions of this subsection, as so amended, would have permitted an underwriter to purchase or sell Bonds in the primary offering of the Bonds in compliance with the Rule, taking into account any amendments or interpretations of the Rule to the date of such amendment, as well as such changed circumstances, and (ii) either (A) the holders of a majority in aggregate principal amount (or any greater amount required by any other provision of this Resolution that authorizes such an amendment) of the outstanding Bonds consent to such amendment or (B) a person that is unaffiliated with the Board (such as nationally-recognized bond counsel) determines that such amendment will not materially impair the interests of the holders and beneficial owners of the Bonds. If the Board so amends the provisions of this Subsection, it shall include with any amended financial information or operating data next provided in accordance with this Subsection an explanation, in narrative form, of the reasons for the amendment and of the impact of any change in the type of financial information or operating data so provided. The Board may also amend or repeal the provisions of this continuing disclosure requirement if the SEC amends or repeals the applicable provisions of the Rule or a court of final jurisdiction enters judgment that such provisions of the Rule are invalid, but only if and to the extent that the provisions of this sentence would not prevent an underwriter from lawfully purchasing or selling Bonds in the primary offering of the Bonds.

**Section 14. TWENTY-SEVENTH SUPPLEMENT TO CONSTITUTE A CONTRACT; EQUAL SECURITY.** In consideration of the acceptance of the Bonds, the issuance of which is authorized hereunder, by those who shall hold the same from time to time,

this Twenty-Seventh Supplement shall be deemed to be and shall constitute a contract between the Board and the Holders from time to time of the Bonds and the pledge made in this Twenty-Seventh Supplement by the Board and the covenants and agreements set forth in this Twenty-Seventh Supplement to be performed by the Board shall be for the equal and proportionate benefit, security, and protection of all Holders, without preference, priority, or distinction as to security or otherwise of any of the Bonds authorized hereunder over any of the others by reason of time of issuance, sale, or maturity thereof or otherwise for any cause whatsoever, except as expressly provided in or permitted by this Twenty-Seventh Supplement.

**Section 15. SEVERABILITY OF INVALID PROVISIONS.** If any one or more of the covenants, agreements, or provisions herein contained shall be held contrary to any express provisions of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements, or provisions shall be null and void and shall be deemed separable from the remaining covenants, agreements, or provisions and shall in no way affect the validity of any of the other provisions hereof or of the Bonds issued hereunder.

**Section 16. PAYMENT AND PERFORMANCE ON BUSINESS DAYS.** Except as provided to the contrary in the FORM OF BONDS, whenever under the terms of this Twenty-Seventh Supplement or the Bonds, the performance date of any provision hereof or thereof, including the payment of principal of or interest on the Bonds, shall occur on a day other than a Business Day, then the performance thereof, including the payment of principal of and interest on the Bonds, need not be made on such day but may be performed or paid, as the case may be, on the next succeeding Business Day with the same force and effect as if made on the date of performance or payment.

**Section 17. LIMITATION OF BENEFITS WITH RESPECT TO THE TWENTY-SEVENTH SUPPLEMENT.** With the exception of the rights or benefits herein expressly conferred, nothing expressed or contained herein or implied from the provisions of this Twenty-Seventh Supplement or the Bonds is intended or should be construed to confer upon or give to any person other than the Board, the Holders, and the Paying Agent/Registrar, any legal or equitable right, remedy, or claim under or by reason of or in respect to this Twenty-Seventh Supplement or any covenant, condition, stipulation, promise, agreement, or provision herein contained. This Twenty-Seventh Supplement and all of the covenants, conditions, stipulations, promises, agreements, and provisions hereof are intended to be and shall be for and inure to the sole and exclusive benefit of the Board, the Holders, and the Paying Agent/Registrar as herein and therein provided.

**Section 18. CUSTODY, APPROVAL, BOND COUNSEL'S OPINION, CUSIP NUMBERS, PREAMBLE AND INSURANCE.** The Designated Financial Officer is hereby authorized to have control of the Bonds issued hereunder and all necessary records and proceedings pertaining to the Bonds pending their delivery and approval by the Attorney General of the State of Texas of the proceedings authorizing the Bonds in accordance with Chapter 1371, Texas Government Code, as amended. The Designated Financial Officer is also authorized to request that the Attorney General approve the Bonds and that the Comptroller of Public Accounts register the Bonds, and to cause an appropriate legend reflecting such approval and registration to appear on the Bonds and the substitute Bonds. The approving legal opinion of

Bond Counsel and the assigned CUSIP numbers may, at the option of the Board, be printed on the Bonds and on any Bonds issued and delivered in exchange or replacement of any Bond, but neither shall have any legal effect, and shall be solely for the convenience and information of the Registered Owners of the Bonds. The preamble to the Twenty-Seventh Supplement is hereby adopted and made a part of this Twenty-Seventh Supplement for all purposes. If insurance is obtained on any of the Bonds, the Bonds shall bear, as appropriate and applicable, a legend concerning insurance as provided by the Insurer.

## **Section 19. REFUNDING OF REFUNDED OBLIGATIONS; ESCROW AGREEMENTS**

(a) Concurrently with the delivery of Bonds issued to refund Refunded Notes, the Designated Financial Officer shall cause to be deposited with the Issuing and Paying Agent for the Refunded Notes or with an Escrow Agent selected by the Designated Financial Officer, from the proceeds from the sale of such Series of Bonds and other legally available funds, an amount sufficient to provide for the refunding and defeasance of such Refunded Notes. In the event it is deemed necessary, the Designated Financial Officer is hereby authorized to select one or more Escrow Agent(s) with respect to the Refunded Notes and to enter into one or more Escrow Agreements. The Designated Financial Officer is further authorized and directed to apply and there is hereby appropriated such moneys of the Board as are necessary (i) to provide for the defeasance of such Refunded Notes on the date of delivery of the Bonds or (ii) to fund the Escrow Fund to be created pursuant to the Escrow Agreement(s) with amounts sufficient to provide for the defeasance of the Refunded Notes.

(b) Concurrently with the delivery of each Series of Bonds issued in whole or in part to refund Refunded Bonds, the Designated Financial Officer shall cause to be deposited with the Escrow Agent selected by the Designated Financial Officer, from the proceeds from the sale of such Series of Bonds and other legally available funds, an amount sufficient to provide for the refunding and defeasance of such Refunded Bonds in accordance with Chapter 1207, Texas Government Code, as amended. In the event it is deemed necessary, the Designated Financial Officer is hereby authorized to select one or more Escrow Agent(s) with respect to the Refunded Bonds and to enter into one or more Escrow Agreements. The Designated Financial Officer is further authorized and directed to apply and there is hereby appropriated such moneys of the Board as are necessary (i) to provide for the defeasance of such Refunded Bonds on the date of delivery of the Bonds or (ii) to fund the Escrow Fund to be created pursuant to the Escrow Agreement(s) with amounts sufficient to provide for the defeasance of the Refunded Bonds.

(c) With regard to issuance of any Series of Bonds constituting Refunding Bonds, as provided in Section 2(b) above, the Designated Financial Officer shall designate in the Award Certificate the particular Potential Refunded Bonds to be refunded by such Series of Bonds; provided, that the Award Certificate in which Refunded Bonds are so designated must contain a certification to the effect that the Bonds of such Series being issued to refund such Refunded Bonds are being sold on terms that produce present value savings as required by Section 3(b) hereof.

(d) Subject to the designation by the Designated Financial Officer of the Refunded Bonds to be refunded by a Series of Bonds, the Board irrevocably calls the particular Potential

Refunded Bonds constituting Refunded Bonds for redemption prior to maturity on the date(s) and at the price(s) set forth in the Award Certificate.

The Designated Financial Officer, acting for and on behalf of the Board, shall provide for notice of such redemption to be given in accordance with the resolution(s) of the Board authorizing the Refunded Bonds.

(e) To assure the purchase of the “Escrowed Securities” referred to in the respective Escrow Agreements for the Refunded Notes or the Refunded Bonds, the Designated Financial Officer, acting for and on behalf of the Board, is hereby authorized to subscribe for, agree to purchase and purchase “Government Obligations,” as defined in resolutions authorizing the Refunded Notes or the resolutions authorizing the Refunded Bonds, in such amounts and maturities and bearing interest at such rates as may be provided for in such Escrow Agreement, and to execute any and all subscriptions, purchase agreements, commitments, letters of authorization and other documents necessary to effectuate the foregoing, and is authorized to create and fund the “Escrow Fund” contemplated by such Escrow Agreement through the use of the proceeds of the Series of Bonds issued to refund the Refunded Notes or the Refunded Bonds, the moneys and investments held in the fund securing the Refunded Notes or the Refunded Bonds, and other lawfully available moneys of the Board.

(f) To satisfy in a timely manner all of the Board’s obligations under this Twenty-Seventh Supplement and the Escrow Agreement(s), the Designated Financial Officer and all other appropriate officers and agents of the Board are hereby severally authorized and directed for and on behalf of the Board to take all other actions that are reasonably necessary to provide for the refunding of the Refunded Notes or the Refunded Bonds, including, without limitation, executing and delivering for and on behalf of the Board all certificates, consents, receipts, requests and other documents as may be reasonably necessary to satisfy the Board’s obligations under the Escrow Agreement(s) and this Twenty-Seventh Supplement and to direct the transfer and application of funds of the Board consistent with the provisions of such Escrow Agreement(s) and this Twenty-Seventh Supplement.

## **Section 20. APPLICATION OF BOND PROCEEDS**

(a) Proceeds from the sale of the Bonds shall, promptly upon receipt thereof, be applied by the Designated Financial Officer, as follows: (i) accrued interest for the Bonds shall be deposited as provided in Section 9 hereof; (ii) an amount sufficient to accomplish the purposes of Section 19 hereof shall be so applied; (iii) an amount sufficient to pay the cost of acquiring, purchasing, constructing, improving, enlarging, and equipping the improvements being financed with the proceeds of the Bonds shall be deposited in the Board's accounts to be used for such purposes; (iv) the amount of any premium received as a portion of the purchase price of the Bonds issued to finance or refinance, through the refunding of the Refunded Notes, improvements or facilities to be financed or refinanced pursuant to Section 55.17 Authorization, that is not to be counted against the authorized amount of bonds that can be issued pursuant to such Section 55.17 Authorization, shall, except as otherwise allowed by state law, including Sections 1201.042 and 1201.029 of the Texas Government Code, be credited to a special account to be held to pay interest on the Bonds on the first interest payment date; and (v) any proceeds from the sale of the Bonds remaining after the deposits provided for in clauses (i) through (iv)

above, shall be applied to pay expenses arising in connection with the issuance of the Bonds and the refunding of the Refunded Obligations.

Any sale proceeds of Bonds remaining after making all deposits and payments provided for above shall be applied to the payment of principal of and interest on the Bonds.

(b) Additional projects may be added to the list of projects included in the Award Certificate pursuant to Section 3 hereof and the amount of the proceeds of the Bonds allocated to each project may be reallocated to other projects in the list (such reallocation may also result in the removal of any such project), and therefore be financed or refinanced with the proceeds of the Bonds upon satisfaction of the following conditions:

(i) the project has received the required approval or review of the Higher Education Coordinating Board to the extent and as required by the provisions of Section 61.058 of the Texas Education Code;

(ii) the Board shall have approved the construction of the project and made the findings required by Section 5 of the Master Resolution relating to the issuance of Parity Obligations to finance the cost of the project;

(iii) with respect to Tax-Exempt Bonds, the Board shall have received an opinion of Bond Counsel with respect to the Revenue Financing System, to the effect that the amendment of the exhibit, or the financing or refinancing of the project, and the expenditure of the proceeds of the Tax-Exempt Bonds to pay the cost of project will not adversely affect the treatment of interest on the Tax-Exempt Bonds for federal income tax purposes; and

(iv) the Designated Financial Officer shall execute and deliver a certificate to the Executive Director, Board of Regents certifying (a) that the requirements of subsection (b)(i), (ii), and (iii) of this Section have been satisfied and having attached to such certificate copies of the documents referred to in those subsections and (b) that, to the extent that the list of projects set forth in the Award Certificate or the allocation of proceeds set forth in the Award Certificate to finance or refinance improvements and facilities pursuant to Section 55.17 Authorization have been changed, the Board is in compliance with the requirements and limitations of such sections of the Education Code. A copy of the certificate shall be filed in the minutes of the Board with the Award Certificate.

## **Section 21. FURTHER PROCEDURES.**

(a) The Chairman, Vice Chairman and Executive Director, Board of Regents, and each member of the Board, the Designated Financial Officer, and all other officers, employees, and agents of the Board, and each of them, shall be and they are hereby expressly authorized, empowered, and directed from time to time and at any time to do and perform all such acts and things and to execute, acknowledge, and deliver in the name and under the corporate seal and on behalf of the Board all such instruments, whether or not herein mentioned, as may be necessary or desirable in order to carry out the terms and provisions of this Twenty-Seventh Supplement, the Award Certificate, the Blanket Letter of Representation with DTC regarding the Book-Entry-

Only System, the Bonds, the sale and delivery of the Bonds and fixing all details in connection therewith, and the refunding of the Refunded Obligations. Notwithstanding anything to the contrary contained herein, while the Bonds are subject to DTC's Book-Entry-Only System and to the extent permitted by law, the Blanket Letter of Representation is hereby incorporated herein and its provisions shall prevail over any other provisions of this Twenty-Seventh Supplement in the event of conflict. In addition, the Designated Financial Officer is authorized to submit a notice of intent to the Texas Bond Review Board requesting the approval of the issuance of the Bonds if such approval is required by law.

(b) In case any officer whose signature shall appear on the Bonds shall cease to be such officer before the delivery of the Bonds, such signature shall nevertheless be valid and sufficient for all purposes the same as if such officer had remained in office until such delivery.

(c) The Board hereby determines that (i) designating the number of this Supplemental Resolution is a ministerial act and (ii) the number of this Supplemental Resolution shall be revised at the direction of the Designated Financial Officer to conform the number of this Supplemental Resolution to the actual sequence of the Board's approval of this Supplemental Resolution in relation to the Board's approval of any other Supplemental Resolution(s). In addition, the Designated Financial Officer, General Counsel, and Bond Counsel are hereby authorized to approve, subsequent to the date of the adoption of this Twenty-Seventh Supplement, any amendments to the above named documents, and any technical amendments to this Twenty-Seventh Supplement as may be required by a Nationally-Recognized Rating Agency as a condition to the granting of a rating on the Bonds or as required by the office of the Texas Attorney General as a condition to the approval of the Bonds.

**Section 22. APPROVAL OF NOTICE OF SALE AND OFFICIAL STATEMENT.** The Designated Financial Officer is authorized and directed to provide for and oversee the preparation of a notice of sale, if appropriate, a preliminary Official Statement and a final Official Statement in connection with the issuance of each Series of the Bonds, and to approve such official statement and deem it final in compliance with the Rule and to provide it to the Purchasers of the Bonds in compliance with such Rule.

**Section 23. DTC LETTER OF REPRESENTATIONS.** The Designated Financial Officer is authorized to implement the Book-Entry-Only System of Bond registration with respect to the Bonds pursuant to the Representation Letter. Notwithstanding anything to the contrary contained herein, while the Bonds are subject to DTC's Book-Entry-Only System and to the extent permitted by law, the Representation Letter is hereby incorporated herein and its provisions shall prevail over any other provisions of this Resolution in the event of conflict. Provisions relating to DTC, its Book-Entry-Only System of registration, and the Representation Letter are detailed in Section 5(h) of this Twenty-Seventh Supplement.

## **Section 24. ADDITIONAL DEFEASANCE PROVISIONS**

(a) In addition to the defeasance provisions set forth in Section 12 of the Master Resolution, it is hereby provided that, to the extent that the Bonds are treated as Defeased Debt for purposes of Section 12 of the Master Resolution, any determination not to redeem Defeased Debt that is made in conjunction with the payment arrangements specified in Section 12(a)(i) or (ii) of the Master Resolution shall not be irrevocable, provided that: (1) in the proceedings providing for such defeasance, the Board expressly reserves the right to call the Defeased Bonds for redemption; (2) gives notice of the reservation of that right to the owners of the Defeased Bonds immediately following the defeasance; (3) directs that notice of the reservation be included in any redemption notices that it authorizes; and (4) at or prior to the time of the redemption, satisfies the conditions of subsection (a) of Section 12 of the Master Resolution with respect to such Defeased Debt as though it was being defeased at the time of the exercise of the option to redeem the Defeased Debt, after taking the redemption into account in determining the sufficiency of the provisions made for the payment of the Defeased Debt.

(b) Notwithstanding the provisions of Section 12(c) of the Master Resolution and except as otherwise provided in the Award Certificate for the Bonds, in connection with the defeasance of the Bonds pursuant to Section 12 of the Master Resolution, the term Government Obligations shall mean (i) direct, noncallable obligations of the United States of America, including obligations that are unconditionally guaranteed by the United States of America (including Interest Strips of the Resolution Funding Corporation), (ii) noncallable obligations of an agency or instrumentality of the United States of America, including obligations that are unconditionally guaranteed or insured by the agency or instrumentality and that, on the date the Board adopts or approves proceedings authorizing the issuance of refunding bonds or otherwise provide for the funding of an escrow to effect the defeasance of the Bonds are rated as to investment quality by a nationally recognized investment rating firm not less than “AAA” or its equivalent, and (iii) noncallable obligations of a state or an agency or a county, municipality, or other political subdivision of a state that have been refunded and that, on the date the Board adopts or approves proceedings authorizing the issuance of refunding bonds or otherwise provide for the funding of an escrow to effect the defeasance of the Bonds, are rated as to investment quality by a nationally recognized investment rating firm not less than “AAA” or its equivalent.

(c) Notwithstanding the provisions of Section 12 of the Master Resolution, the Board may provide for the irrevocable deposit contemplated by Section 12 of the Master Resolution to be made with the Paying Agent/Registrar or with any other eligible bank or trust company as then authorized by state law.

(d) Notwithstanding the provisions of Section 12 of the Master Resolution or any of the other provisions of this Section, any Taxable Bonds issued under this Twenty-Seventh Supplement may be designated by the Designated Financial Officer in the Award Certificate as not being subject to defeasance to the extent that such Designated Financial Officer determines in the Award Certificate that such treatment is in the best economic interests of the Board.

**Section 25. REPEAL OF CONFLICTING RESOLUTIONS .** All resolutions and all parts of any resolutions which are in conflict or are inconsistent with this Twenty-Seventh

Supplement are hereby repealed and shall be of no further force or effect to the extent of such conflict or inconsistency.

**Section 26. DEFEASANCE OF OUTSTANDING PARITY OBLIGATIONS.** The Board desires to authorize the use of certain lawfully available funds of the Board, as determined by the Designated Financial Officer, to defease and refund, from time to time, certain outstanding Parity Obligations previously issued by the Board in accordance with the applicable defeasance provisions in the respective Supplemental Resolutions that authorized the issuance of such Parity Obligations. The Designated Financial Officer is hereby authorized to determine and retire, from time to time, the various portions of such outstanding Parity Obligations which are economically advantageous for Board to retire by the defeasance of such debt. The Designated Financial Officer is authorized to enter into one or more Escrow Agreements to accomplish such defeasances. In the event of such a defeasance, the Designated Financial Officer is authorized hereby to take such steps as may be necessary to purchase the escrowed securities identified in such Escrow Agreements on behalf of the Board and is authorized to create and fund the escrow funds contemplated by the Escrow Agreements through the use of the lawfully available funds of the Board. The Designated Financial Officer is authorized to call for redemption such Parity Obligations defeased pursuant to this Section and is hereby authorized to provide and complete an appropriate notice of redemption to the paying agent(s) for such Parity Obligations upon the deposit with the Escrow Agent of such available funds and compliance with the conditions set forth in the Escrow Agreements.

**Section 27. PUBLIC NOTICE.** It is hereby found and determined that each of the officers and members of the Board was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the Meeting at which this Twenty-Seventh Supplemental Resolution was adopted, and that this Twenty-Seventh Supplemental Resolution would be introduced and considered for adoption at said meeting; that said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code.

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## **EXHIBIT A**

### **DEFINITIONS**

As used in this Twenty-Seventh Supplement the following terms and expressions shall have the meanings set forth below, unless the text hereof specifically indicates otherwise:

The term “Acts” means, collectively, Chapter 55, Texas Education Code, as amended, and Chapters 1207 and 1371, Texas Government Code.

The term “Authorized Denomination” means \$5,000 or any integral multiple thereof with respect to Current Interest Bonds and \$5,000 in Maturity Amount or any integral multiple thereof with respect to Capital Appreciation Bonds, except as otherwise provided in the Award Certificate for each Series of Bonds.

The term “Award Certificate” means the certificate executed by the Designated Financial Officer in connection with each Series of Bonds which establishes the terms of the Bonds delivered pursuant to Section 3 of this Twenty-Seventh Supplement.

The terms “Board” and “Issuer” mean the Board of Regents of The Texas A&M University System or any successor thereto.

The term “Bond Counsel” means Andrews Kurth LLP, or such other nationally-recognized firm designated by the Board as Bond Counsel for purposes of this Twenty-Seventh Supplement.

The term “Bond Purchase Contract” means the Board’s agreement with underwriters providing for the sale of a Series of Bonds as authorized by Section 2(c) hereof, provided that two or more Series of Bonds may be sold to the same underwriters pursuant to the terms of a single Bond Purchase Contract.

The term “Bonds” means, collectively, the Bonds issued pursuant to this Supplemental Resolution, and all substitute bonds exchanged therefor, and all other substitute and replacement bonds issued pursuant to this Supplemental Resolution; and the term “Bond” means any of the Bonds.

The term “Bond Year” means the period beginning on June 2 of any calendar year and continuing through June 1 of the following calendar year.

The term “Business Day” means any day other than a Saturday, Sunday, or legal holiday, or a day on which banking institutions in either the State of New York or the State of Texas are authorized by law or executive order to close.

The term “Capital Appreciation Bonds” means the Bonds on which no interest is paid prior to maturity, maturing variously in each of the years and in the aggregate principal amount and Maturity Amount as set forth in the Award Certificate.

The term “Code” means the Internal Revenue Code of 1986, as amended.

The term “Compounded Amount” means, with respect to a Capital Appreciation Bond, as of any particular date of calculation, the original principal amount thereof, plus all interest accrued and compounded to the particular date of calculation, as determined in accordance with Section 4 of this Twenty-Seventh Supplement and the Compounded Amount Table relating to such Bonds.

The term “Compounded Amount Table” means, with respect to the Capital Appreciation Bonds, the Compounded Amount Table as defined in Section 4 of this Twenty-Seventh Supplement.

The term “Compounding Dates” means Compounding Dates as defined in Section 4 of this Twenty-Seventh Supplement.

The term “Current Interest Bonds” means the Bonds paying current interest and maturing in each of the years and in the aggregate principal amounts set forth in the Award Certificate.

The term “Definitive Bonds” means the Bonds issued in exchange for the Initial Bond.

The term “Designated Financial Officer” means each Designated Financial Officer under the Master Resolution and shall include the Chancellor, the Executive Vice Chancellor and Chief Financial Officer, and the Chief Investment Officer and Treasurer, or such other officer or employee of the System authorized by the Board to act as a Designated Financial Officer.

The term “DTC” means The Depository Trust Company of New York, New York, New York, or any successor securities depository.

The term “DTC Participant” means securities brokers and dealers, banks, trust companies, clearing corporations, and certain other organizations on whose behalf DTC was created to hold securities to facilitate the clearance and settlement of securities transactions among DTC Participants.

The term “Escrow Agent” means each Escrow Agent selected pursuant to Section 19 hereof.

The term “Initial Bond” means the Bond initially delivered hereunder and upon which the registration certificate, manually executed by or on behalf of the Comptroller of Public Accounts of the State of Texas, has been placed.

The term “Issuance Date” means the date of delivery of Bonds to the initial purchaser or purchasers thereof against payment therefor.

The term “MSRB” shall mean the Municipal Securities Rulemaking Board.

The term “Master Resolution” means the Master Resolution Establishing The Texas A&M University System Revenue Financing System adopted by the Board on November 19, 1990, as amended on September 17, 1993 and July 25, 1997.

The term “Maturity” means the date on which the principal of a Bond becomes due and payable as therein and herein provided, whether at Stated Maturity, by redemption, declaration of acceleration or otherwise.

The term “Maturity Amount” means the Compounded Amount of a Capital Appreciation Bond due on its Stated Maturity.

The term “Nationally-Recognized Rating Agency” means any nationally-recognized securities rating agency that provides a rating on the Bonds at the request of the Board.

The term “Official Statement” means the disclosure document describing the Bonds of a Series dated the date of sale pursuant to Section 22 of this Twenty-Seventh Supplement.

The term “Paying Agent/Registrar,” “Paying Agent” or “Registrar” means the agent appointed pursuant to Section 5 hereof, or any successor to such agent.

The term “Potential Refunded Bonds” means the outstanding Parity Obligations previously issued by the Board.

The term “Record Date” means, with respect to the Bonds, the last calendar day of each month preceding an interest payment date.

The term “Refunded Bonds” means the Potential Refunded Bonds to be refunded by a Series of Bonds as set forth in the Award Certificate.

The term “Refunded Notes” means the Board's Revenue Financing System Commercial Paper Notes, Series B to be refunded by a Series of Bonds as set forth in the Award Certificate.

The term “Refunded Obligations” means, collectively, the Refunded Notes, if any, and the Refunded Bonds, if any, refunded by a Series.

The term “Registration Books” means the books or records relating to the registration, payment and transfer or exchange of the Bonds maintained by the Paying Agent/Registrar pursuant to Section 5 hereof.

The term “Rule” means SEC Rule 15c2-12, as amended from time to time.

The term “SEC” means the United States Securities and Exchange Commission.

The term “Section 55.17 Authorization” means the statutory authorization provided by the Legislature for Section 55.17 Projects.

The term “Section 55.17 Projects” means the improvements or facilities to be financed or refinanced with Bonds pursuant to Sections 55.1711, 55.1721, 55.1731, 55.1741, 55.17411, 55.1751, 55.1771, 55.1781 of the Education Code, or similar provisions currently existing or hereafter enacted by the Legislature.

The term “Series” means any designated Series of Bonds issued pursuant to this Twenty-Seventh Supplement.

The term “State” means the State of Texas.

The term “Taxable Bonds” means any Bonds designated by the Designated Financial Officer in the Award Certificate as Taxable Bonds, the interest on which is includable in the gross income of the owners thereof for federal income tax purposes.

The term “Tax-Exempt Bonds” means any Bonds designated by the Designated Financial Officer in the Award Certificate as Tax-Exempt Bonds, the interest on which is excludable from the gross income of the owners thereof for federal income tax purposes, pursuant to section 103 of the Code.

The term “Twenty-Seventh Supplement” means this Supplemental Resolution authorizing the Bonds.

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**EXHIBIT B**

**FORM OF BONDS**

**#[FORM OF FIRST TWO PARAGRAPHS OF CURRENT INTEREST BONDS]**

United States of America  
State of Texas

NUMBER  
R-\_\_\_\_  
REGISTERED

PRINCIPAL AMOUNT  
\$\_\_\_\_\_  
REGISTERED

BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS, SERIES \_\_\_\_\_

<u>INTEREST RATE</u>	<u>MATURITY DATE</u>	<u>[DATED/ISSUANCE DATE]</u>	<u>CUSIP:</u>
_____%	_____, 20____	_____	_____

REGISTERED OWNER:

PRINCIPAL AMOUNT: \_\_\_\_\_ DOLLARS

ON THE MATURITY DATE specified above the BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the registered owner, specified above, or to the registered assignee hereof (either being hereinafter called the "registered owner") the principal amount, specified above, and to pay interest thereon, calculated on the basis of a 360-day year composed of twelve 30-day consecutive months, from the [Dated Date] [Issuance Date], specified above, to the Maturity Date, specified above, or the date of redemption prior to maturity, at the interest rate per annum, specified above, with interest being payable on\_\_\_\_\_, 20\_\_, and semiannually on each \_\_\_\_\_ and \_\_\_\_\_ thereafter, except that if the date of authentication of this Bond is later than the first Record Date (hereinafter defined), such principal amount shall bear interest from the interest payment date next preceding the date of authentication, unless such date of authentication is after any Record Date but on or before the next following interest payment date, in which case such principal amount shall bear interest from such next following interest payment date.

THE PRINCIPAL OF AND INTEREST ON this Bond are payable in lawful money of the United States of America, without exchange or collection charges, solely from funds of the Board required by the Bond Resolution (hereinafter defined) to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided. The principal of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or upon the date fixed for its redemption prior to maturity, at the corporate trust office of \_\_\_\_\_ in \_\_\_\_\_, which is the "Paying Agent/Registrar" for this Bond. The payment of interest on this Bond shall be made by the Paying Agent/Registrar to the registered owner hereof on each interest payment date by check, dated as of such interest payment date, drawn by the Paying Agent/Registrar on, and payable solely from, funds of the Board required by the Bond Resolution (hereinafter defined), to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided; and such check shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, on each such interest payment date, to the registered owner hereof, at the address of the registered owner, as it appeared on the last calendar day of the month next preceding each such date (the "Record Date") on the Registration Books kept by the Paying Agent/Registrar, as hereinafter described; provided, that upon the written request of any owner of no less than \$1,000,000 in aggregate principal amount of the Bonds, delivered to the Paying Agent/Registrar not later than the Record Date immediately preceding an interest payment date, interest due on such interest payment date shall be made by wire transfer to any designated account within the United States of America. In addition, interest may be paid by such other method acceptable to the Paying Agent/Registrar, requested by, and at the risk and expense of, the registered owner. Any accrued interest due upon the redemption of this Bond prior to maturity as provided herein shall be paid to the registered owner upon presentation and surrender of this Bond for redemption and payment at the corporate trust office of the Paying Agent/Registrar. The Board covenants with the registered owner of this Bond that on or before each principal payment date, interest payment date, and accrued interest payment date for this Bond it will make available to the Paying Agent/Registrar, from the Pledged Revenues, the amounts required to provide for the payment, in immediately available funds, of all principal of and interest on the Bonds, when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on \_\_\_\_\_, 2016 (the "Bond Resolution"). Notwithstanding the foregoing, during any period in which ownership of the Bonds is determined by a book entry at a securities depository for the Bonds, payments made to the securities depository, or its nominee, shall be made in accordance with arrangements between the Board and the securities depository. Terms used herein and not otherwise defined have the meanings given in the Bond Resolution.

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**##[FORM OF FIRST TWO PARAGRAPHS OF CAPITAL APPRECIATION BONDS]**

NUMBER \_\_\_\_\_ MATURITY AMOUNT  
CR-\_\_\_\_ \$ \_\_\_\_\_  
REGISTERED \_\_\_\_\_ REGISTERED

**BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM BONDS, SERIES \_\_\_\_\_**

INTEREST RATE      MATURITY DATE      ISSUANCE DATE      CUSIP:  
\_\_\_\_\_ %      \_\_\_\_\_, 20\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_

REGISTERED OWNER:

MATURITY AMOUNT: \_\_\_\_\_ DOLLARS

ON THE MATURITY DATE specified above, the BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency and political subdivision of the State of Texas, hereby promises to pay to the Registered Owner specified above or the registered assignee hereof (either being hereinafter called the "Registered Owner") the Maturity Amount specified above representing the original principal amount hereof and accrued and compounded interest hereon. Interest shall accrete on the original principal amount hereof from the Issuance Date at the interest rate per annum specified above (subject to rounding to the Compounded Amounts as provided in the Bond Resolution), compounded semi-annually on \_\_\_\_\_ and \_\_\_\_\_ of each year, commencing \_\_\_\_\_, 20\_\_\_\_. For convenience of reference, a table appears on the back of this Bond showing the "Compounded Amount" of the original principal amount per \$5,000 Maturity Amount compounded semiannually at the yield shown on such table.

THE MATURITY AMOUNT OF this Bond is payable in lawful money of the United States of America, without exchange or collection charges, solely from funds of the Board required by the Bond Resolution to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided. The Maturity Amount or Compounded Amount of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or upon the date fixed for its redemption prior to maturity, as the case may be, at the corporate trust office of \_\_\_\_\_ in \_\_\_\_\_, which is the "Paying Agent/Registrar" for this Bond. The Board covenants with the registered owner of this Bond that on or before the Maturity Date for this Bond it will make available to the Paying Agent/Registrar, the amount required to provide for the payment, in immediately available funds, of the Maturity Amount when due, in the manner set forth in the resolution authorizing the issuance of this Bond adopted by the Board on \_\_\_\_\_, 2016 (the "Bond Resolution"). Notwithstanding the foregoing, during any period in which ownership of the Bonds is

determined by a book entry at a securities depository for the Bonds, payments made to the securities depository, or its nominee, shall be made in accordance with arrangements between the Board and the securities depository. Terms used herein and not otherwise defined have the meaning given in the Bond Resolution.

**[FORM OF REMAINDER OF CURRENT INTEREST BONDS  
AND CAPITAL APPRECIATION BONDS]**

IF THE DATE for the payment of the principal of or interest on this Bond shall be a Saturday, a Sunday, a legal holiday, or a day on which banking institutions in The City of New York, New York, or in the city where the corporate trust office of the Paying Agent/Registrar is located are authorized by law or executive order to close, then the date for such payment shall be the next succeeding day which is not such a Saturday, Sunday, legal holiday, or day on which banking institutions are authorized to close; and payment on such date shall have the same force and effect as if made on the original date payment was due.

THIS BOND is one of an issue of Bonds dated \_\_\_\_\_, 20\_\_\_\_, authorized by resolution of the Board adopted on \_\_\_\_\_ (the "Bond Resolution") in the aggregate principal amount of \$\_\_\_\_\_ FOR THE PURPOSE OF \*(i) REFUNDING THE REFUNDED NOTES AND THE REFUNDED BONDS; (ii) PROVIDING \$\_\_\_\_\_ TO PAY THE COST OF ACQUIRING, PURCHASING, CONSTRUCTING, IMPROVING, ENLARGING, AND EQUIPPING THE PROPERTY AND FACILITIES OF THE PARTICIPANTS OF THE REVENUE FINANCING SYSTEM; AND (iii) PAYING THE COSTS RELATED THERETO], ##[and comprised of (i) Bonds in the aggregate principal amount of \$\_\_\_\_\_ that pay interest only at maturity (the "Capital Appreciation Bonds") and (ii) Bonds in the aggregate principal amount of \$\_\_\_\_\_ that pay interest semiannually until maturity (the "Current Interest Bonds")].

\*\*On \_\_\_\_\_, or on any date thereafter, the Bonds scheduled to mature on and after \_\_\_\_\_ may be redeemed prior to their scheduled maturities, at the option of the Board, with funds derived from any available and lawful source, as a whole, or in part, and, if in part, the particular Bonds, or portions thereof, to be redeemed shall be selected and designated by the Board (provided that a portion of a Bond may be redeemed only in an integral multiple of \$5,000), at a redemption price equal to \_\_\_\_\_ and accrued interest to date fixed for the redemption; provided, that during any period in which ownership of the Bonds is determined by a book entry at a securities depository for the Bonds, if fewer than all of the Bonds of the same maturity and bearing the same interest rate are to be redeemed, the particular Bonds of such maturity and bearing such interest rate shall be selected in accordance with the arrangements between the Board and the securities depository.

\*\*The Bonds of this issue scheduled to mature on \_\_\_\_\_, are subject to mandatory sinking fund redemption prior to their scheduled maturity and shall be redeemed by the Board, in part, prior to their scheduled maturity, with the particular Bonds or portions thereof to be redeemed to be selected and designated by the Board (provided that a portion of a Bond may be redeemed only in an integral multiple of \$5,000), at a redemption price equal to the par



or principal amount thereof and accrued interest to the date of redemption, on the dates, and in the principal amounts, respectively, as set forth in the following schedule:

Bonds Maturing \_\_\_\_\_

<u>Redemption Date</u>	<u>Principal Amount</u>
------------------------	-------------------------

\*\*The principal amount of the Bonds required to be redeemed on each such redemption date pursuant to the foregoing operation of the mandatory sinking fund shall be reduced, at the option of the Board, by the principal amount of any Bonds, which, at least 45 days prior to the mandatory sinking fund redemption date, (1) shall have been acquired by the Board and delivered to the Paying Agent/Registrar for cancellation, or (2) shall have been acquired and canceled by the Paying Agent/Registrar at the direction of the Board, in either case of (1) or (2) at a price not exceeding the par or principal amount of such Bonds or (3) have been redeemed pursuant to the optional redemption provisions set forth above and not theretofore credited against a mandatory sinking fund redemption. During any period in which ownership of the Bonds is determined by a book entry at a securities depository for the Bonds, if fewer than all of the Bonds of the same maturity and bearing the same interest rate are to be redeemed, the particular Bonds of such maturity and bearing such interest rate shall be selected in accordance with the arrangements between the Board and the securities depository.

\*\*AT LEAST 30 days prior to the date for any redemption of this Bond prior to maturity, a notice of such redemption also shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, to the registered owner of each Bond, or portion thereof to be redeemed, at its address as it appeared on the Registration Books on the 45<sup>th</sup> day prior to such redemption date and to major securities depositories, national bond rating agencies, and bond information services; provided, however, that the failure to send, mail, or receive such notice, or any defect therein or in the sending or mailing thereof, shall not affect the validity or effectiveness of the proceedings for the redemption of any Bond. By the date fixed for any such redemption, due provision shall be made by the Board with the Paying Agent/Registrar for the payment of the required redemption price for this Bond or the portion hereof which is to be so redeemed, plus accrued interest thereon to the date fixed for redemption. If such notice of redemption is given, and if due provision for such payment is made, all as provided above, this Bond, or the portion thereof which is to be so redeemed, thereby automatically shall be redeemed prior to its scheduled maturity, and shall not bear interest after the date fixed for its redemption, and shall not be regarded as being outstanding except for the right of the registered owner to receive the redemption price plus accrued interest to the date fixed for redemption from the Paying Agent/Registrar out of the funds provided for such payment. The Paying Agent/Registrar shall record in the Registration Books all such redemptions of principal of this Bond or any portion hereof. If a portion of any Bond shall be redeemed, a substitute Bond or Bonds having the same maturity date, bearing interest at the same rate, in any denomination or denominations in any integral multiple of \$5,000, at the written request of the registered owner, and in an aggregate principal amount equal to the unredeemed portion thereof, will be issued to the registered owner upon the surrender thereof for cancellation, at the expense of the Board, all as provided in the Bond Resolution.

THIS BOND OR ANY PORTION OR PORTIONS HEREOF IN ANY AUTHORIZED DENOMINATION may be assigned and shall be transferred only in the Registration Books of the Board kept by the Paying Agent/Registrar acting in the capacity of registrar for the Bonds, upon the terms and conditions set forth in the Bond Resolution. Among other requirements for such assignment and transfer, this Bond must be presented and surrendered to the Paying Agent/Registrar, together with proper instruments of assignment, in form and with guarantee of signatures satisfactory to the Paying Agent/Registrar, evidencing assignment of this Bond or any portion or portions hereof in any authorized denomination to the assignee or assignees in whose name or names this Bond or any such portion or portions hereof is or are to be transferred and registered. The Form of Assignment printed or endorsed on this Bond shall be executed by the registered owner, or its duly authorized attorney or representative, to evidence the assignment hereof. A new Bond or Bonds payable to such assignee or assignees (which then will be the new registered owner or owners of such new Bond or Bonds), or to the previous registered owner in the case of the assignment and transfer of only a portion of this Bond, may be delivered by the Paying Agent/Registrar in exchange for this Bond, all in the form and manner as provided in the next paragraph hereof for the exchange of other Bonds. The Board shall pay the Paying Agent/Registrar's standard or customary fees and charges, if any, for making such transfer or exchange as provided below, but the one requesting such transfer or exchange shall pay any taxes or other governmental charges required to be paid with respect thereto. The Paying Agent/Registrar shall not be required to make transfers of registration or exchange of this Bond or any portion hereof #[(i) with respect to Current Interest Bonds,] during the period commencing with the close of business on any Record Date and ending with the opening of business on the next following principal or interest payment date, or, (ii) with respect to any Bond or any portion thereof called for redemption prior to maturity, within 45 days prior to its redemption date. The registered owner of this Bond shall be deemed and treated by the Board and the Paying Agent/Registrar as the absolute owner hereof for all purposes, including payment and discharge of liability upon this Bond to the extent of such payment, and, to the extent permitted by law, the Board and the Paying Agent/Registrar shall not be affected by any notice to the contrary.

ALL BONDS OF THIS SERIES are issuable solely as fully registered bonds, without interest coupons, #[with respect to the Current Interest Bonds,] in the denomination of any integral multiple of \$5,000 ##[, with respect to Capital Appreciation Bonds, in the denomination of \$5,000 Maturity Amounts or any integral multiple thereof.] As provided in the Bond Resolution, this Bond may, at the request of the registered owner or the assignee or assignees hereof, be exchanged for a like aggregate principal amount of fully registered bonds, without interest coupons, payable to the appropriate registered owner, assignee, or assignees, as the case may be, having the same maturity date, in the same form, and bearing interest at the same rate, in any authorized denomination as requested in writing by the appropriate registered owner, assignee, or assignees, as the case may be, upon surrender of this Bond to the Paying Agent/Registrar for cancellation, all in accordance with the form and procedures set forth in the Bond Resolution. Whenever the beneficial ownership of this Bond is determined by a book entry at a securities depository for the Bonds, the foregoing requirements of holding, delivering, or transferring this Bond shall be modified to require the appropriate person or entity to meet the requirements of the securities depository as to registering or transferring the book entry to produce the same effect.

IN THE EVENT any Paying Agent/Registrar for the Bonds is changed by the Board, resigns, or otherwise ceases to act as such, the Board has covenanted in the Bond Resolution that it promptly will appoint a competent and legally qualified substitute therefor, and promptly will cause written notice thereof to be mailed to the registered owners of the Bonds.

IT IS HEREBY certified, recited, and covenanted that this Bond has been duly and validly authorized, issued, and delivered; that all acts, conditions, and things required or proper to be performed, exist, and be done precedent to or in the authorization, issuance, and delivery of this Bond have been performed, existed, and been done in accordance with law; that the Series of Bonds of which this Bond is one constitute Parity Obligations under the Master Resolution; and that the interest on and principal of this Bond, together with the other Bonds of this Series and the other outstanding Parity Obligations are equally and ratably secured by and payable from a lien on and pledge of the Pledged Revenues, subject only to the provisions of Prior Encumbered Obligations, if any.

THE BOARD has reserved the right, subject to the restrictions referred to in the Bond Resolution, (i) to issue additional Parity Obligations which also may be secured by and made payable from a lien on and pledge of the aforesaid Pledged Revenues, in the same manner and to the same extent as this Bond, and (ii) to amend the provisions of the Bond Resolution under the conditions provided in the Bond Resolution.

THE REGISTERED OWNER hereof shall never have the right to demand payment of this Bond or the interest hereon out of any funds raised or to be raised by taxation or from any source whatsoever other than specified in the Bond Resolution.

BY BECOMING the registered owner of this Bond, the registered owner thereby acknowledges all of the terms and provisions of the Bond Resolution, agrees to be bound by such terms and provisions, acknowledges that the Bond Resolution is duly recorded and available for inspection in the official minutes and records of the Board, and agrees that the terms and provisions of this Bond and the Bond Resolution constitute a contract between each registered owner hereof and the Board.

IN WITNESS WHEREOF, the Board has caused this Bond to be signed with the manual or facsimile signature of the Chairman of the Board and countersigned with the manual or facsimile signature of the Executive Director, Board of Regents, and has caused the official seal of the Board to be duly impressed, or placed in facsimile, on this Bond.

\_\_\_\_\_  
(signature)

Executive Director, Board of  
Regents of The Texas A&M  
University System

\_\_\_\_\_  
(signature)

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

(BOARD SEAL)

\_\_\_\_\_

- \* The use of proceeds provisions shall be conformed to the purposes referenced in the Award Certificate.
- \*\* The redemption provisions shall be conformed to the language relating to redemption in the Award Certificate. Provisions of Bonds related to redemption are to be deleted if the Bonds are not subject to redemption. Any inconsistencies in such provisions shall be resolved in favor of the Award Certificate.
- # For inclusion in Current Interest Bonds if some of the Bonds are issued as Capital Appreciation Bonds.
- ## For inclusion in Capital Appreciation Bonds.

### **[INSERTIONS FOR THE INITIAL BONDS]**

The Initial Current Interest Bond shall be in the form set forth in this exhibit, except that:

- A. Immediately under the name of the Bond, the headings "INTEREST RATE" and "MATURITY DATE" shall both be completed with the words "As shown below", and the heading "CUSIP NO." shall be deleted.
- B. The first paragraph of the Bond shall be deleted and the following will be inserted (with all blanks and bracketed items to be completed with information contained in the Award Certificate):

"The BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the registered owner specified above or the registered assignee hereof (either being hereinafter called the "registered owner") on in each of the years in the principal installments and bearing interest at the per annum rates set forth in the following schedule:

<u>Principal</u>	<u>Years of</u>	<u>Interest</u>
<u>Installments</u>	<u>Stated Maturities</u>	<u>Rates</u>

(Information from Award Certificate to be inserted)

The Board promises to pay interest on the unpaid principal amount hereof from the [Dated Date] [Issuance Date] specified above at the respective per annum rate of interest specified above, calculated on the basis of a 360-day year composed of twelve 30-day months, to the Maturity Date specified above, or the date of redemption prior to maturity; with interest being payable on \_\_\_\_\_, 20\_\_, and semi-annually on each \_\_\_\_\_ and \_\_\_\_\_ thereafter, except that if the date of authentication of this Bond is later than the first Record Date (hereinafter defined), such principal amount shall bear interest from the interest payment date next preceding the date of authentication, unless such date of authentication is after any Record Date but on or before the next following interest payment date, in which case such principal amount shall bear interest from such next following interest payment date."

C. The Initial Bond shall be numbered "T-I".

The Initial Capital Appreciation Bond shall be in the form set forth in this exhibit, except that:

- A. Immediately under the name of the Bond, the headings "INTEREST RATE" and "MATURITY DATE" shall both be completed with the words "As shown below", and the heading "CUSIP NO." shall be deleted.
- B. The first paragraph of the Bond shall be deleted and the following will be inserted (with all blanks and bracketed items to be completed with information contained in the Award Certificate):

"The BOARD OF REGENTS OF THE TEXAS A&M UNIVERSITY SYSTEM (the "Board"), being an agency of the State of Texas, hereby promises to pay to the registered owner specified above or the registered assignee hereof (either being hereinafter called the "registered owner") on in each of the years in the Maturity Amounts and bearing interest at the per annum rates set forth in the following schedule:

<u>Maturity</u> <u>Amounts</u>	<u>Years of</u> <u>Stated Maturities</u>	<u>Interest</u> <u>Rates</u>
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(Information from Award Certificate to be inserted)

Interest shall accrete on the original principal amount hereof from the Issuance Date at the interest rate per annum specified above (subject to rounding to the Compounded Amounts as provided in the Bond Resolution), compounded semi-annually on \_\_\_\_\_ and \_\_\_\_\_ of each year, commencing \_\_\_\_\_, 20\_\_\_. For convenience of reference, a table appears on the back of this Bond showing the "Compounded Amount" of the original principal amount per \$5,000 Maturity Amount compounded semiannually at the yield shown on such table."

C. The Initial Capital Appreciation Bond shall be numbered "CT-I".

\* \* \*

TABLE OF ACCRETED VALUES [FOR CAPITAL APPRECIATION BONDS]

The Accreted Value, initial offering price (all per \$5,000 of Maturity Amount), together with the yield to maturity are as follows. Accreted Values are calculated based on the initial offering price and yield to maturity and, except at maturity, do not equal principal amount plus accrued interest.

FORM OF PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE

PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE

It is hereby certified that this Bond has been issued under the provisions of the Bond Resolution described in this Bond and that this Bond has been issued in conversion of and exchange for or replacement of a bond, bonds, or a portion of a bond or bonds of an issue which originally was approved by the Attorney General of the State of Texas and registered by the Comptroller of Public Accounts of the State of Texas.

[\_\_\_\_\_] , as  
Paying Agent/Registrar

Dated: \_\_\_\_\_

By: \_\_\_\_\_  
Authorized Representative

Address: \_\_\_\_\_  
\_\_\_\_\_

FORM OF REGISTRATION CERTIFICATE  
OF THE COMPTROLLER OF PUBLIC ACCOUNTS

COMPTROLLER'S REGISTRATION CERTIFICATE

REGISTER NO.

I hereby certify that this Bond has been examined, certified as to validity, and approved by the Attorney General of the State of Texas, and that this Bond has been registered by the Comptroller of Public Accounts of the State of Texas.

Witness my signature and seal this

(COMPTROLLER'S SEAL)

\_\_\_\_\_  
Comptroller of Public Accounts of  
the State of Texas

## ASSIGNMENT

The following abbreviations, when used in the inscription on the face of this Bond, shall be construed as though they were written out in full according to applicable laws or regulations:

TEN COM --	as tenants in common	UNIF GIFT MIN ACT -- Custodian
TEN ENT --	as tenants by the entireties	(Cust) (Minor)
JT TEN --	as joint tenants with rights of survivorship and not as tenants in common	under Uniform Gifts to Minors Act_____ (State)

Additional abbreviations may also be used though not in the above list.

FOR VALUE RECEIVED, the undersigned sells, assigns and transfers unto

Please insert Social Security or

Other Identification Number of Assignee

/\_\_\_\_\_/

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(Name and Address of Assignee)

the within Bond and does hereby irrevocably constitutes and appoints

\_\_\_\_\_ to transfer said Bond on the books kept for registration thereof with full power of substitution in the premises.

Dated:\_\_\_\_\_

Signature Guaranteed: \_\_\_\_\_

NOTICE: The signature to this assignment must correspond with the name as it appears upon the face of the within Bond in every particular, without alteration or enlargement or any change whatever; and

NOTICE: Signature(s) must be guaranteed by the Securities Transfer Association signature guarantee program.



Agenda Item No. 2.1

**BOARD OF REGENTS  
THE TEXAS A&M UNIVERSITY SYSTEM  
August 16, 2016**

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

Subject: Approval of System Internal Audit Plan for Fiscal Year 2017

The Committee on Audit recommends adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System  
hereby approves the System Internal Audit Plan for Fiscal Year 2017,  
a copy of which is attached to the official minutes.”**

Respectfully submitted,

Judy Morgan  
Chair, Committee on Audit



**THE TEXAS A&M  
UNIVERSITY SYSTEM**

## **System Internal Audit Department**

**Fiscal Year 2017 Audit Plan**



## **System Internal Audit Department Fiscal Year 2017 Audit Plan**

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### **Introduction**

The purpose of the audit plan is to outline audits and other activities the System Internal Audit Department will conduct during fiscal year 2017. The plan is developed to satisfy responsibilities established by the Board of Regents Bylaws, System Policy 10.01, Section 2102.008 of the Government Code, and applicable auditing standards. The Chief Auditor is authorized to make changes to the plan, as deemed necessary, to address changes in identified risks. The Committee on Audit and the Chancellor will be notified of any significant additions, deletions, or other changes to the audit plan.

The audits in the plan provide a systematic and objective approach to assist The Texas A&M University System in achieving its goals and objectives in an efficient and effective manner. The audits included in this plan were primarily identified through a system-wide risk assessment process, although some of the audits are performed to assist the A&M System in complying with external requirements. Deliverables for planned audits may include audit reports, technical assistance, data analysis, and other written and oral communications.

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

- Risks are appropriately identified and managed.
- Information is accurate, reliable, and timely.
- Employee actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Operations are efficient and effective.
- Resources are acquired economically, used efficiently, and adequately protected.
- Accountability systems are in place to ensure organizational and program missions, goals, plans, and objectives are achieved.



## **System Internal Audit Department Fiscal Year 2017 Audit Plan**

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### **Planned Audits for Fiscal Year 2017**

#### **A&M SYSTEM OFFICES**

Easterwood Airport Operations  
Debt Service  
Workday Implementation

#### **TEXAS A&M UNIVERSITY**

College of Veterinary Medicine & Biomedical Sciences – Information Technology  
College of Liberal Arts – Information Technology  
Texas A&M University at Galveston – Information Technology  
Accounts Receivable  
Health and Safety  
Memorial Student Center  
NCAA Compliance  
Sponsored Research Services

#### **PRAIRIE VIEW A&M UNIVERSITY**

Tuition and Fees

#### **TARLETON STATE UNIVERSITY**

Athletics  
Health and Safety

#### **TEXAS A&M INTERNATIONAL UNIVERSITY**

Tuition and Fees  
Information Technology Governance Practices and General Controls

#### **TEXAS A&M UNIVERSITY – CENTRAL TEXAS**

Information Technology Governance Practices and General Controls

#### **TEXAS A&M UNIVERSITY – COMMERCE**

Health and Safety

#### **TEXAS A&M UNIVERSITY – CORPUS CHRISTI**

Athletics  
Health and Safety  
Tuition and Fees



**System Internal Audit Department  
Fiscal Year 2017 Audit Plan**

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**TEXAS A&M UNIVERSITY – KINGSVILLE**

Contract Administration  
Tuition and Fees

**TEXAS A&M UNIVERSITY – SAN ANTONIO**

Information Technology Governance Practices and General Controls

**TEXAS A&M UNIVERSITY – TEXARKANA**

Athletics  
Information Technology Governance Practices and General Controls

**WEST TEXAS A&M UNIVERSITY**

Tuition and Fees

**TEXAS A&M ENGINEERING EXPERIMENT STATION**

Financial Management Services

**TEXAS A&M FOREST SERVICE**

Volunteer Fire Department Assistance Grants  
Information Technology Governance Practices and General Controls

**TEXAS A&M TRANSPORTATION INSTITUTE**

Proving Grounds Research Facility Compliance with ISO Standards\*

**TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY**

Information Technology Governance Practices and General Controls

\*This audit is required to be performed to comply with external audit requirements.



## System Internal Audit Department Fiscal Year 2017 Audit Plan

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### **Other Types of Audits and Activities**

#### **Follow-up Audits**

Follow-up audits will be conducted to determine if management has adequately addressed prior audit recommendations.

#### **Change in Management Reviews**

Change in management reviews will be conducted on an as-needed basis when a change in an executive management position occurs.

#### **Assistance**

Assistance will be provided as needed to A&M System members in developing and maintaining strong governance, risk management, and control processes and systems. Internal Audit may participate in work groups, major information system design, or provide consultative advice on financial, operational, and compliance issues. Internal Audit may also perform work to support external audit requirements.

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of System Capital Plan for FY 2017 – FY 2021

**Proposed Board Action:**

Approve the System Capital Plan for FY 2017 – FY 2021.

**Background Information:**

Members of The Texas A&M University System each prepare a five-year capital plan as part of the overall planning process. These plans are then compiled into a system capital plan. The system capital plan includes all Revenue Financing System (RFS) and Permanent University Fund (PUF) financed projects, repair/renovation projects costing \$4 million or more, new construction/addition projects costing \$4 million or more, and real property acquisitions costing more than \$1 million. Both the CEO and CFO of each system member have certified the information included in the system member's capital plan including the adequacy of the debt repayment revenue resources.

Per System Policy *51.01 Capital Planning*, the five-year capital plan for The Texas A&M University System is being presented to the Board of Regents for approval.

The \$3.6 billion system capital plan includes \$2.6 billion of previously approved projects that are either in design or construction. After cumulative expenditures of \$657 million through June 2016, the remaining balance to be expended on approved projects is \$1.9 billion. The system capital plan also includes \$1.0 billion in proposed future projects including \$679.8 million of RFS debt projects, \$136.4 million of PUF debt projects, and \$228.1 million of projects to be funded by cash sources including the Available University Fund, Higher Education Fund, energy savings contracts, interest income, federal grants, designated tuition, gifts, student fees, auxiliary enterprise funds, and other local funds.

Prior to inclusion on the capital plan for FY 2017, projects have completed the preparation of the Program of Requirements (unless otherwise noted on the plan). Board approval of the system capital plan for FY 2017 – FY 2021 will constitute approval for initiation of the proposed projects indicated to start in FY 2017 along with approval of the identified funding sources and will authorize the appropriation of up to 10 percent of the planning amounts indicated for the FY 2017 projects for pre-construction activities. Pre-construction activities include work of the Architect/Engineer Design Team, design assistance from a Design-Build Contractor or Construction Manager at Risk, environmental surveys, site surveys, building and site demolition work, and any other activities required to design the project. In addition, approval will authorize

Agenda Item No.  
Agenda Item Briefing

the completion of FY 2017 minor construction, rehabilitation/renovation, and equipment/software procurement projects including the appropriation of PUF and RFS debt proceeds where indicated.

FY 2017 proposed projects total \$571.6 million and include \$400.3 million of RFS debt projects, \$77.6 million of PUF debt projects, and \$93.7 million of projects to be funded by cash sources including AUF, HEF, energy savings contracts, interest income, federal grants, designated tuition, gifts, auxiliary enterprise funds, and other local funds.

The initiated projects will be presented to the board for approval of construction when a scope and budget are more defined, prior to any construction contract award.

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

The board's approval of the system capital plan for FY 2017 – FY 2021 will authorize the appropriation of up to 10 percent of the planning amounts for FY 2017 proposed projects for pre-construction activities. As presented, requested appropriations for proposed FY 2017 projects would total up to \$57.16 million. In addition, the board's approval authorizes appropriation of PUF and RFS funds for the completion of FY 2017 minor construction, rehabilitation/renovation, equipment/software procurement, and other projects to be administered by the institutions or System Facilities Planning and Construction.



Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM  
FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of System Capital Plan for FY 2017 – FY 2021

I recommend adoption of the following minute order:

**“The system capital plan for FY 2017 – FY 2021, as shown in the attached exhibit, is approved and authorization to appropriate up to 10 percent of the planning amount indicated for all FY 2017 proposed projects is granted. In addition, the appropriation of PUF and RFS funding is approved for FY 2017 minor construction, rehabilitation/renovation, and equipment/software procurement projects administered by the institutions or System Facilities Planning and Construction.**

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

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

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel



**FY 2017 – FY 2021  
Capital Plan  
September 2016**

## **EXECUTIVE SUMMARY**

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

The \$3.6 billion System Capital Plan includes \$2.6 billion of previously approved projects that are either in design or under construction and \$1.0 billion in proposed future projects. After cumulative expenditures through June 2016 of \$657 million, the remaining balance to be expended on approved projects is \$1.9 billion. Included in the proposed future projects are \$679.8 million of Revenue Financing System debt projects, \$136.4 million of Permanent University Fund debt projects, and \$228.1 million of projects to be funded by cash sources including the Available University Fund, Higher Education Fund, energy savings contracts, interest income, federal grants, designated tuition, gifts, student fees, auxiliary enterprise funds, and other local funds.

Fiscal year 2017 proposed projects total \$571.6 million and include \$400.3 million of RFS debt projects, \$77.6 million of PUF debt projects, and \$93.7 million of projects to be funded by cash sources including AUF, HEF, energy savings contracts, interest income, federal grants, designated tuition, gifts, auxiliary enterprise funds, and other local funds.

<p style="text-align: center;"><b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b>  <b>CAPITAL PLAN</b>  <b>FY 2017 - FY 2021</b></p>
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<b>System Member</b>	<b>Previously Approved Projects</b>	<b>Proposed Projects</b>	<b>Total Project Planning Amounts</b>
Texas A&M University	1,059,790,337	401,546,942	1,461,337,279
Texas A&M University at Galveston	109,000,000	-	109,000,000
Texas A&M Health Science Center	249,293,093	34,000,000	283,293,093
Prairie View A&M University	156,323,205	31,344,688	187,667,893
Tarleton State University	128,172,716	39,600,000	167,772,716
Texas A&M University - Corpus Christi	106,500,000	21,100,000	127,600,000
Texas A&M International University	59,198,000	13,800,000	72,998,000
Texas A&M University - Kingsville	77,672,629	74,253,075	151,925,704
West Texas A&M University	93,583,120	115,055,000	208,638,120
Texas A&M University - Texarkana	107,700,000	-	107,700,000
Texas A&M University - Commerce	54,000,000	14,500,000	68,500,000
Texas A&M University - Central Texas	39,321,792	1,740,000	41,061,792
Texas A&M University - San Antonio	66,701,828	-	66,701,828
Texas A&M AgriLife Research	80,587,204	-	80,587,204
Texas A&M AgriLife Extension Service	1,339,562	-	1,339,562
Texas A&M Forest Service	104,042	-	104,042
Texas A&M Veterinary Medical Diagnostic Laboratory	53,799,000	-	53,799,000
Texas A&M Engineering Experiment Station	77,635,515	56,100,000	133,735,515
Texas A&M Engineering Extension Service	4,300,000	37,000,000	41,300,000
Texas A&M Transportation Institute	1,268,674	75,000,000	76,268,674
System Offices	53,507,000	129,200,000	182,707,000
	<u>2,579,797,717</u>	<u>1,044,239,705</u>	<u>3,624,037,422</u>

<p align="center"><b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b>  <b>CAPITAL PLAN</b>  <b>FY 2017 - FY 2021</b></p>
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<u>System Member</u>	<u>Total Project Planning Amounts</u>	<u>Cumulative Prior Years Expenditures to 6/30/16</u>	<u>Remaining Planning Amounts</u>
Texas A&M University	1,461,337,279	354,598,627	1,106,738,652
Texas A&M University at Galveston	109,000,000	9,949,777	99,050,223
Texas A&M Health Science Center	283,293,093	21,509,375	261,783,718
Prairie View A&M University	187,667,893	96,268,407	91,399,486
Tarleton State University	167,772,716	13,991,756	153,780,960
Texas A&M University - Corpus Christi	127,600,000	7,003,880	120,596,120
Texas A&M International University	72,998,000	1,428,504	71,569,496
Texas A&M University - Kingsville	151,925,704	7,239,321	144,686,383
West Texas A&M University	208,638,120	6,553,623	202,084,497
Texas A&M University - Texarkana	107,700,000	73,960,714	33,739,286
Texas A&M University - Commerce	68,500,000	293,449	68,206,551
Texas A&M University - Central Texas	41,061,792	373,206	40,688,586
Texas A&M University - San Antonio	66,701,828	237,999	66,463,829
Texas A&M AgriLife Research	80,587,204	15,205,087	65,382,117
Texas A&M AgriLife Extension Service	1,339,562	-	1,339,562
Texas A&M Forest Service	104,042	-	104,042
Texas A&M Veterinary Medical Diagnostic Laboratory	53,799,000	38,396,331	15,402,669
Texas A&M Engineering Experiment Station	133,735,515	1,051,664	132,683,851
Texas A&M Engineering Extension Service	41,300,000	44,528	41,255,472
Texas A&M Transportation Institute	76,268,674	-	76,268,674
System Offices	182,707,000	8,911,864	173,795,136
	<u>3,624,037,422</u>	<u>657,018,112</u>	<u>2,967,019,310</u>

<p align="center"><b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b></p> <p align="center"><b>CAPITAL PLAN</b></p> <p align="center"><b>PROPOSED PROJECTS - FISCAL YEAR 2017</b></p>
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System Member	Planning Amounts	Resource Allocation		
		PUF Debt Proceeds	RFS Debt Proceeds	Other
Texas A&M University	142,058,600	20,000,000	69,558,600	52,500,000
Texas A&M University at Galveston	-			
Texas A&M Health Science Center	34,000,000	5,000,000	24,500,000	4,500,000
Prairie View A&M University	5,844,688			5,844,688
Tarleton State University	39,600,000		39,600,000	
Texas A&M University - Corpus Christi	21,100,000		19,700,000	1,400,000
Texas A&M International University	13,800,000			13,800,000
Texas A&M University - Kingsville	25,553,075		25,553,075	
West Texas A&M University	66,455,000		61,005,000	5,450,000
Texas A&M University - Texarkana	-			
Texas A&M University - Commerce	9,500,000			9,500,000
Texas A&M University - Central Texas	1,740,000		1,000,000	740,000
Texas A&M University - San Antonio	-			
Texas A&M AgriLife Research	-			
Texas A&M AgriLife Extension Service	-			
Texas A&M Forest Service	-			
Texas A&M Veterinary Medical Diagnostic Laboratory	-			
Texas A&M Engineering Experiment Station	7,800,000		7,800,000	
Texas A&M Engineering Extension Service	-			
Texas A&M Transportation Institute	75,000,000	52,600,000	22,400,000	
System Offices	129,200,000		129,200,000	
	<u>571,651,363</u>	<u>77,600,000</u>	<u>400,316,675</u>	<u>93,734,688</u>

THE TEXAS A&M UNIVERSITY SYSTEM  
Capital Plan

Funding Codes

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

**TEXAS A&M UNIVERSITY**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
2-3125		Veterinary Medicine and Biomedical Sciences Education Bldg	123,294,248	95,002,595	24,997,405		3,294,248 o,p
2-3143		Student Recreation Center Addition	54,990,000	42,156,443		12,833,557 r	
2-3155		* Engineering Education Complex	225,669,000	51,106,100	39,393,900	125,019,000 b,o,y	10,150,000 b,o,y
2-3156		Commons Building Renovation and Additions	49,850,000	32,542,654		10,557,346 h	6,750,000 h
2-3162		Completion of Corps Dorm Renovation	149,000,000	67,950,741		78,049,259 h	3,000,000 b
2-3164		Chemistry Building '72 Wing 1st and 2nd Floor Renovation	11,722,305	584,286			11,138,019 a,g,o
2-3170		Human Clinical Research Facility	13,900,000	4,896,294			9,003,706 a,g,y
2-3177		West Campus Support Building	10,500,000	516,230		9,983,770 h	
2-3183		Aggie Softball Stadium	28,640,000			23,804,453 b,v	4,835,547 b
2-3184		Aggie Track & Field Stadium	39,800,000			35,836,299 b,v	3,963,701 b
2-3193		Joint Library Facility Module 2	5,500,000	210,941			5,289,059 a,g
2-3205		Biocontainment Research Facility	95,000,000	835,145	19,164,855	75,000,000 T	
2-3210		Renovate the Commissary Building	33,155,000	834,187		32,320,813 s	
2-3212		McAllen Multipurpose Academic Building	40,000,000		30,000,000		10,000,000 o
2-3216		Penberthy Rec Fields Relocation	9,542,146			800,000 p	8,742,146 b
2-3213		HVAC Replacement Mosher Hall	13,400,000			13,400,000 h	
		Agronomy Road Electrical Substation Capacity Upgrade	4,100,000	2,591,977		1,508,023 u	
		Campus Storm Water Improvements	5,000,000	3,307,392		1,692,608 u	
		Campus Water Systems Improvements	5,000,000	3,174,181		1,825,819 u	
		FY15 Utility Production Upgrade	7,388,599	4,758,914		2,629,685 u	
		HVAC Replacement Krueger Hall	9,939,305	3,673,007		6,266,298 h	
		HVAC Replacement Legett Hall	5,534,408	1,078,016		4,456,392 h	
		HVAC Replacement Neeley Hall	6,803,145	1,018,467		5,784,678 h	
		HVAC Replacement Underwood Hall	6,583,840	770,937		5,812,903 h	
		New Electrical Substation and Capacity Upgrade	9,750,000			9,750,000 u	
		Energy Consumption Reduction Project - Phase IV	5,806,890	1,627,744			4,179,146 o
		Energy Consumption Reduction Project - Phase V	5,522,908	1,232,907			4,290,001 o
		The Gardens at Texas A&M University	6,578,770				6,578,770 b
		Reimagine the Libraries Phase 3	7,300,000	773,690			6,526,310 b,s
		Physical Plant Projects/Equipment/Other	70,519,773	33,955,779	30,265,475	6,298,519	
		Total Construction/Acquisitions in Progress	1,059,790,337	354,598,627	143,821,635	463,629,422	97,740,653



**TEXAS A&M UNIVERSITY**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>PROPOSED PROJECTS</b>							
	2017	** Agriculture Building #5	45,000,000		20,000,000	15,000,000 g,y	10,000,000 g,o
	2017	Domestic Water System Improvements	9,560,000			9,560,000 u	
	2017	Electrical System Improvements	8,940,000			8,940,000 u	
	2017	HVAC Replacement Mosher Hall (addition)	1,628,100			1,628,100 h	
	2017	HVAC Replacement Rudder Hall	6,830,500			6,830,500 h	
	2017	Storm Water System Improvements	11,430,000			11,430,000 u	
	2017	Thermal System Improvements	9,670,000			9,670,000 u	
	2017	West Campus Support Building (addition)	6,500,000			6,500,000 h	
	2017	Music Activities Center	42,500,000				42,500,000 a,b,x
	2018	21st Century Classroom Building	70,000,000		58,750,000		11,250,000 o
	2018	Aggie Band Residence Hall	28,500,000			28,500,000 h	
	2018	HVAC Replacement Appelt Hall	7,703,631			7,703,631 h	
	2018	HVAC Replacement Aston Hall	12,371,219			12,371,219 h	
	2018	Student Services Building	40,000,000			40,000,000 s	
	2018	Bizzell Hall Renovation/Rehabilitation	9,000,000				9,000,000 a
	2018	Equine Phase II Initiative	6,500,000				6,500,000 o
	2018	Hart Hall Renovation/Rehabilitation	6,000,000				6,000,000 s
	2018	Indoor Tennis Facility	30,000,000				30,000,000 b
	2018	TVMDL Renovation	5,000,000				5,000,000 o
	2019	HVAC Replacement Dunn Hall	13,113,492			13,113,492 h	
	2019	HVAC Replacement Wells Hall	6,540,000			6,540,000 h	
	2019	Peterson Building Renovation	11,500,000			6,500,000 g	5,000,000 o
	2020	HVAC Replacement Clements Hall	6,720,000			6,720,000 h	
	2020	HVAC Replacement Hobby Hall	6,540,000			6,540,000 h	
		Total Proposed Construction/Acquisitions	<u>401,546,942</u>	<u>-</u>	<u>78,750,000</u>	<u>197,546,942</u>	<u>125,250,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>1,461,337,279</u>	<u>354,598,627</u>	<u>222,571,635</u>	<u>661,176,364</u>	<u>222,990,653</u>

\* \$2 million of RFS debt will be funded by TEES.

\*\* \$5 million of RFS debt will be funded by TEES, \$5 million of RFS debt will be funded by AL-RSRCH, and \$10 million Other will be funded by AL-RSRCH.

Unfunded Capital Needs:

2017	Renovate Ground Floor-72 Wing-Chemistry Building	8,000,000
2018	Equine Phase II Initiative	18,425,000

**TEXAS A&M UNIVERSITY at GALVESTON**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
10-3180		Academic Building Complex - Phase I	47,720,000	9,250,903		37,469,097	T,a,b,x 1,000,000 b
10-3197		Academic Building Complex Phase II and Infrastructure Pavilion	56,280,000	698,874		55,581,126	T
			5,000,000			2,500,000	x
		Total Construction/Acquisitions in Progress	<u>109,000,000</u>	<u>9,949,777</u>	<u>0</u>	<u>95,550,223</u>	<u>3,500,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>109,000,000</u>	<u>9,949,777</u>	<u>0</u>	<u>95,550,223</u>	<u>3,500,000</u>

Unfunded Capital Needs:

2018	The ISLE, Infrastructure, and Central Plant	55,000,000
2018	Renovation of Old Library for New Student Center	7,878,562
2019	Recreation Sports Facility Expansion and Athletic Fields	36,517,133
2019	Building Condition Assessment Upgrades	40,180,439
2019	New Engineering Research Building	46,370,963
2019	Corps Walk	579,637

**TEXAS A&M HEALTH SCIENCE CENTER**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
23-3202		Dentistry Clinical Education Facility - Dallas	95,000,000			85,000,000	T,g,o 10,000,000 b,g
23-3203		Medical Research and Education Building 2	103,800,000	791,951		103,008,049	T,g,o
		Gross Anatomy Laboratory Relocation	8,423,800	8,125,103	113,623		185,074 a,b,s
		Physical Plant Projects/Equipment/Other	42,069,293	12,592,321	29,476,972		
		Total Construction/Acquisitions in Progress	<u>249,293,093</u>	<u>21,509,375</u>	<u>29,590,595</u>	<u>188,008,049</u>	<u>10,185,074</u>
<b>PROPOSED PROJECTS</b>							
2017		Dentistry Clinical Education Facility - Dallas (addition)	32,500,000		5,000,000	24,500,000	g,o 3,000,000 b,g
		Physical Plant Projects/Equipment/Other	1,500,000				1,500,000
		Total Construction/Acquisitions	<u>34,000,000</u>	<u>0</u>	<u>5,000,000</u>	<u>24,500,000</u>	<u>4,500,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>283,293,093</u>	<u>21,509,375</u>	<u>34,590,595</u>	<u>212,508,049</u>	<u>14,685,074</u>
Unfunded Capital Needs:							
2018		Multi-Institutional Translational Research Campus (excludes FF&E)	209,000,000				
2020		Public Health Educational Innovation Facility	50,000,000				

**PRAIRIE VIEW A&M UNIVERSITY**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
5-3126		Agriculture and Business Multipurpose Classroom Building	38,234,752	35,729,566			2,505,186 a
5-3157		Football Stadium and Athletic Field House	62,043,206	53,618,417			8,424,789 b,h,o,x
5-3198		Fabrication Center	17,158,000	472,726	2,158,000	14,500,000 T	27,274 g
5-3204		Capital Improvements	20,232,000	246,360		13,885,640 T	6,100,000 a,g
		Physical Plant Projects/Equipment/Other	18,655,247	6,201,338	9,260,895	1,360,096	1,832,918
		Total Construction/Acquisitions in Progress	<u>156,323,205</u>	<u>96,268,407</u>	<u>11,418,895</u>	<u>29,745,736</u>	<u>18,890,167</u>
<b>PROPOSED PROJECTS</b>							
2017		Agriculture Comprehensive Facility	5,844,688				5,844,688 c,g
2018		* Energy Consumption Reduction Project	7,500,000			7,500,000 o	
2018		Innovation and Commercialization Center for Entrepreneurs (ICCE)	10,000,000				10,000,000 o
2020		Food Service and Laundry Facility	8,000,000			8,000,000 x	
		Total Proposed Construction/Acquisitions	<u>31,344,688</u>	<u>0</u>	<u>0</u>	<u>15,500,000</u>	<u>15,844,688</u>
<b>TOTAL CAPITAL PLAN</b>			<u>187,667,893</u>	<u>96,268,407</u>	<u>11,418,895</u>	<u>45,245,736</u>	<u>34,734,855</u>

\* Funding has not been finalized and is subject to change.

Unfunded Capital Needs:		
2020	Co-Generation Facility	12,000,000
2020	Cultural Arts Center	15,000,000

**TARLETON STATE UNIVERSITY**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
4-3176		Memorial Football Stadium Renovation and Expansion	24,000,000			24,000,000	
4-3187		Utility and Infrastructure Improvements	25,750,000	1,328,702	18,671,298	5,000,000	750,000
4-3195		Applied Sciences Building 1	54,000,000			54,000,000	
		Physical Plant Projects/Equipment/Other	24,422,716	12,663,054	11,270,059	489,603	
		Total Construction/Acquisitions in Progress	<u>128,172,716</u>	<u>13,991,756</u>	<u>29,941,357</u>	<u>83,489,603</u>	<u>750,000</u>
<b>PROPOSED PROJECTS</b>							
	2017	Southwest Metroplex Building	39,600,000			39,600,000	
		Total Proposed Construction/Acquisitions	<u>39,600,000</u>	<u>0</u>	<u>0</u>	<u>39,600,000</u>	<u>0</u>
<b>TOTAL CAPITAL PLAN</b>			<u>167,772,716</u>	<u>13,991,756</u>	<u>29,941,357</u>	<u>123,089,603</u>	<u>750,000</u>

Unfunded Capital Needs:

2017	Land Acquisitions	1,200,000
2018	Farm Repair and Modernization	16,500,000
2018	Land Acquisitions	1,200,000
2019	Applied Sciences Building 2: Agriculture	90,000,000
2019	Aquatics Center	7,000,000
2019	Convocation and Event Center	72,000,000
2019	Dining Hall Expansion	5,000,000
2019	Fort Worth Building #2 and Physical Plant	78,000,000
2019	Land Acquisitions	1,200,000
2020	Land Acquisitions	1,200,000
2020	Wisdom Gym Renovation	10,000,000

**TEXAS A&M UNIVERSITY - CORPUS CHRISTI**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
15-3188		Life Sciences Research and Engineering Building - Ph I	60,000,000	780,140	59,219,860	T
		Parking Garage - Island Campus	39,000,000		39,000,000	g,o,p
		Physical Plant Projects/Equipment/Other	7,500,000	6,223,740	1,276,260	
		Total Construction/Acquisitions in Progress	106,500,000	7,003,880	99,496,120	0
<b>PROPOSED PROJECTS</b>						
2017		* Energy Consumption Reduction Project - Phase I	7,100,000		7,100,000	o
		Physical Plant Projects/Equipment/Other	14,000,000		12,600,000	1,400,000
		Total Proposed Construction/Acquisitions	21,100,000	0	19,700,000	1,400,000
<b>TOTAL CAPITAL PLAN</b>			127,600,000	7,003,880	119,196,120	1,400,000

\* Project previously approved by the Board with third party financing under QECB program. Lower rates can be achieved through RFS.

Unfunded Capital Needs:

2018	Arts and Media Building	65,000,000
2018	Central Plant Chiller Replacement	1,200,000
2018	Central Plant Chilled and Hot Water Loop	3,000,000
2018	Learning Resources - Library	70,000,000
2018	Life Sciences Research and Engineering Complex - Ph II	65,000,000
2018	Momentum Athletics Complex	30,000,000
2018	Momentum Basketball Practice Facility	15,000,000
2018	NRC Roof Replacement	1,000,000
2018	NRC Renovations	3,500,000
2019	New Academic Building	45,000,000
2020	Health Center	25,500,000
2020	Student Aquatics Center	45,000,000
2021	Bridge Construction	30,000,000
2021	Convocation Center	101,250,000

<p style="text-align: center;"><b>TEXAS A&amp;M INTERNATIONAL UNIVERSITY</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
	16-3206	Addition of Instructional and Support Spaces	55,200,000		55,200,000	T
		Physical Plant Projects/Equipment/Other	3,998,000	1,428,504	2,569,496	
		Total Construction/Acquisitions in Progress	<u>59,198,000</u>	<u>1,428,504</u>	<u>57,769,496</u>	<u>0</u>
<b>PROPOSED PROJECTS</b>						
	2017	Addition of Instructional and Support Spaces (addition)	13,800,000			13,800,000 g,w
		Total Proposed Construction/Acquisitions	<u>13,800,000</u>	<u>0</u>	<u>0</u>	<u>13,800,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>72,998,000</u>	<u>1,428,504</u>	<u>57,769,496</u>	<u>13,800,000</u>

Unfunded Capital Needs:

2017	Athletics Complex	20,000,000
2017	Tennis Court Complex	12,000,000
2018	WHTC Large Classroom Addition	5,000,000
2018	Addition to Fine and Performing Arts	6,000,000
2018	Renovation of Kinesiology Convocation Building	28,000,000
2020	Art Studio/Assembly Hall Addition	60,000,000
2020	University Pool	2,000,000
2020	Addition to Science Center	11,000,000

**TEXAS A&M UNIVERSITY - KINGSVILLE**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
		Athletic and Intramural Fields	7,000,000		7,000,000 r	
		Educational Complex	60,000,000		60,000,000 T	
		Physical Plant Projects/Equipment/Other	10,672,629	7,239,321	3,125,679	307,629
		Total Construction/Acquisitions in Progress	<u>77,672,629</u>	<u>7,239,321</u>	<u>70,125,679</u>	<u>307,629</u>
<b>PROPOSED PROJECTS</b>						
	2017	Administrative Services Building	16,553,075		16,553,075 w	
	2017	Eckhardt Hall Renovation	9,000,000		9,000,000 w	
	2019	Bellamah Music Building Renovation	6,000,000		6,000,000 w	
	2019	* ESCO Utility Project	9,000,000		9,000,000 o	
	2019	Parking Garage Structure	20,000,000		20,000,000 p	
	2021	Athletic Campaign Building	9,800,000		9,800,000 b,s	
		Physical Plant Projects/Equipment/Other	3,900,000		3,900,000	
		Total Proposed Construction/Acquisitions	<u>74,253,075</u>	<u>0</u>	<u>74,253,075</u>	<u>0</u>
<b>TOTAL CAPITAL PLAN</b>			<u>151,925,704</u>	<u>7,239,321</u>	<u>144,378,754</u>	<u>307,629</u>

\* Funding has not been finalized and is subject to change.

Unfunded Capital Needs:		
2020	Athletic Venue Improvements	12,000,000
2020	Kinesthetic Studies Facility	15,000,000
2020	STEM and Educational Center at the Weslaco Campus	80,570,000
2020	Technology Learning Center	47,000,000
2021	Convocation Center	50,000,000
2021	New Campus HVAC Central Plant	30,000,000



**WEST TEXAS A&M UNIVERSITY**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
18-3199		Agricultural Sciences Complex	48,760,000	354,770	38,760,000 T,o	9,645,230 b
		Amarillo Center Renovation - Phase II	7,200,000		7,200,000 T	
		Engineering Renovation - Phase II	6,000,000	75,435	5,924,565 w	
		Physical Plant Projects/Equipment/Other	31,623,120	6,123,418	661,191	24,838,511
		Total Construction/Acquisitions in Progress	93,583,120	6,553,623	52,545,756	34,483,741
<b>PROPOSED PROJECTS</b>						
2017	*	ESCO Project	10,200,000		10,200,000 o	
2017		Football and Soccer/Track Stadiums	32,500,000		32,500,000 s	
2017		Renovate Jarrett Hall Phase II	14,330,000		14,330,000 h	
2017		Amarillo Center Renovation - Phase II (addition)	2,700,000			2,700,000 w
2018		Underclassmen Residence Hall - Phase III	35,000,000		35,000,000 h	
		Physical Plant Projects/Equipment/Other	20,325,000		3,975,000	16,350,000
		Total Proposed Construction/Acquisitions	115,055,000	0	96,005,000	19,050,000
<b>TOTAL CAPITAL PLAN</b>			208,638,120	6,553,623	148,550,756	53,533,741

\* Funding has not been finalized and is subject to change.

Unfunded Capital Needs:		
2017	Undergraduate Residence Hall Renovations	3,000,000
2018	Education Building	18,000,000
2018	Nursing and Health Building	20,000,000
2019	Visitor Center	20,000,000
2019	Enrichment Center	25,000,000
2019	Undergraduate Residence Hall - Ph IV	25,000,000

<p align="center"><b>TEXAS A&amp;M UNIVERSITY - TEXARKANA</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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<u>Project #</u>	<u>Projected FY Start Date</u>	<u>Project Name</u>	<u>Total Planning Amount</u>	<u>Cumulative Expenditures Prior Years to 6/30/16</u>	<u>RFS Debt Proceeds</u>	<u>Other</u>
<b>APPROVED PROJECTS</b>						
22-2997		Multipurpose Library Building and Central Plant - Phase 2	75,700,000	73,960,714	1,739,286 T,w	
		Academic and Student Services Building	32,000,000		32,000,000 T	
		Total Construction/Acquisitions in Progress	<u>107,700,000</u>	<u>73,960,714</u>	<u>33,739,286</u>	<u>0</u>
<b>TOTAL CAPITAL PLAN</b>			<u>107,700,000</u>	<u>73,960,714</u>	<u>33,739,286</u>	<u>0</u>

Unfunded Capital Needs:		
2019	College of Business Building	36,500,000

<p align="center"><b>TEXAS A&amp;M UNIVERSITY - COMMERCE</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
21-3186		Nursing and Health Sciences Building	54,000,000	293,449	48,000,000	5,706,551
		Total Construction/Acquisitions in Progress	54,000,000	293,449	48,000,000	5,706,551
<b>PROPOSED PROJECTS</b>						
2017		* Energy Conservation Measures Project	9,500,000			9,500,000
2019		Morris Rec Center Expansion	5,000,000		5,000,000	
		Total Proposed Construction/Acquisitions	14,500,000	0	5,000,000	9,500,000
<b>TOTAL CAPITAL PLAN</b>			68,500,000	293,449	53,000,000	15,206,551

\* Funding has not been finalized and is subject to change.

Unfunded Capital Needs:

2018	Library and Center for Educational Innovation and Faculty Development, and Renovation of Existing Gee Library	82,000,000
2019	New Administration Building	30,000,000
2019	Parking Garage	20,000,000
2020	Multi-Purpose Event Center	30,000,000

<p align="center"><b>TEXAS A&amp;M UNIVERSITY - CENTRAL TEXAS</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
24-3194		Multipurpose Building 3	36,000,000			36,000,000	T
		Physical Plant Projects/Equipment/Other	3,321,792	373,206	2,948,586		
		Total Construction/Acquisitions in Progress	39,321,792	373,206	2,948,586	36,000,000	0
<b>PROPOSED PROJECTS</b>							
		Physical Plant Projects/Equipment/Other	1,740,000			1,000,000	740,000
		Total Proposed Construction/Acquisitions	1,740,000	0	0	1,000,000	740,000
<b>TOTAL CAPITAL PLAN</b>			41,061,792	373,206	2,948,586	37,000,000	740,000

Unfunded Capital Needs:		
2020	Central Utility Plant	25,000,000
2020	Student and Faculty Learning Commons/Auditorium	60,000,000

**TEXAS A&M UNIVERSITY - SAN ANTONIO**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/16	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Science and Technology Building	63,000,000			63,000,000	T
		Physical Plant Projects/Equipment/Other	3,701,828	237,999	3,463,829		
		Total Construction/Acquisitions in Progress	66,701,828	237,999	3,463,829	63,000,000	0
<b>TOTAL CAPITAL PLAN</b>			66,701,828	237,999	3,463,829	63,000,000	0

Unfunded Capital Needs:

2017	Central Plant	16,500,000
2019	Student Success and Innovation Center	37,200,000
2020	Academic Building	58,000,000
2020	General Use Building	30,000,000
2020	Kinesiology/Classroom/Lab Facility	45,000,000
2020	Library	46,400,000

**TEXAS A&M AGRILIFE RESEARCH**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
06-3175		Agriculture & Life Sciences Building #4	32,500,000	7,510,496	10,000,000		14,989,504 o
06-3192		Dallas Research Center Facility	34,000,000	508,140			33,491,860 o
		Building Expansion of the Office of the Texas State Chemist	4,500,000	3,160,537			1,339,463 o
		Physical Plant Projects/Equipment/Other	9,587,204	4,025,914	5,561,290		
		Total Construction/Acquisitions in Progress	<u>80,587,204</u>	<u>15,205,087</u>	<u>15,561,290</u>	<u>0</u>	<u>49,820,827</u>
<b>TOTAL CAPITAL PLAN</b>			<u>80,587,204</u>	<u>15,205,087</u>	<u>15,561,290</u>	<u>0</u>	<u>49,820,827</u>

<p align="center"><b>TEXAS A&amp;M AGRILIFE EXTENSION SERVICE</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Physical Plant Projects/Equipment/Other	1,339,562		1,339,562		
		Total Construction/Acquisitions in Progress	1,339,562	0	1,339,562	0	0
<b>TOTAL CAPITAL PLAN</b>			1,339,562	0	1,339,562	0	0

<p style="text-align: center;"><b>TEXAS A&amp;M FOREST SERVICE</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Physical Plant Projects/Equipment/Other	104,042		104,042		
		Total Construction/Acquisitions in Progress	104,042	0	104,042	0	0
<b>TOTAL CAPITAL PLAN</b>			104,042	0	104,042	0	0

Unfunded Capital Needs:		
2017	Agency Facilities (new construction, renovations, improvements, furnishings)	7,200,000



<p align="center"><b>TEXAS A&amp;M VETERINARY MEDICAL DIAGNOSTIC LABORATORY</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>						
20-3160		Texas A&M Veterinary Medical Diagnostic Laboratory	53,600,000	38,287,271	14,712,729	600,000
		Physical Plant Projects/Equipment/Other	199,000	109,060	89,940	
		Total Construction/Acquisitions in Progress	<u>53,799,000</u>	<u>38,396,331</u>	<u>14,802,669</u>	<u>600,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>53,799,000</u>	<u>38,396,331</u>	<u>14,802,669</u>	<u>600,000</u>

Unfunded Capital Needs:		
2018	Texas A&M Veterinary Medical Diagnostic Laboratory, Amarillo Facility	15,000,000

**TEXAS A&M ENGINEERING EXPERIMENT STATION**  
**FY 2017 - FY 2021 CAPITAL PLAN**  
**SUMMARY INFORMATION**

Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
28-3196		Center for Infrastructure Renewal	73,000,000	536,793		72,463,207	n
		Physical Plant Projects/Equipment/Other	4,635,515	514,871	130,644	3,990,000	
		Total Construction/Acquisitions in Progress	<u>77,635,515</u>	<u>1,051,664</u>	<u>130,644</u>	<u>76,453,207</u>	<u>0</u>
<b>PROPOSED PROJECTS</b>							
2017		Center for Infrastructure Renewal (addition)	7,800,000			7,800,000	n
2018		TEES Headquarters Building	9,000,000			6,000,000	y
2018		Mary K. O'Connor Process Safety Center	12,000,000				3,000,000 o
2018		Rowlett Industrial Distribution Building	13,000,000				12,000,000 b
2019		Cyber-Physical Research and Development Center	10,000,000				13,000,000 b
		Physical Plant Projects/Equipment/Other	4,300,000			4,300,000	10,000,000 o
		Total Proposed Construction/Acquisitions	<u>56,100,000</u>	<u>0</u>	<u>0</u>	<u>18,100,000</u>	<u>38,000,000</u>
<b>TOTAL CAPITAL PLAN</b>			<u>133,735,515</u>	<u>1,051,664</u>	<u>130,644</u>	<u>94,553,207</u>	<u>38,000,000</u>

<p align="center"><b>TEXAS A&amp;M ENGINEERING EXTENSION SERVICE</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Physical Plant Projects/Equipment/Other	4,300,000	44,528	500,000		3,755,472
		Total Construction/Acquisitions in Progress	4,300,000	44,528	500,000	0	3,755,472
<b>PROPOSED PROJECTS</b>							
	2018	New Building at H.B. Zachry Training Center	5,500,000			5,500,000	y
	2018	Water Wastewater Treatment System	8,000,000			8,000,000	y
	2020	RELLIS - TEEX Training Complex	7,000,000			7,000,000	y
	2021	Fire Station/Classroom/Office - Brayton Firefield	12,000,000			12,000,000	y
		Physical Plant Projects/Equipment/Other	4,500,000			4,500,000	
		Total Proposed Construction/Acquisitions	37,000,000	0	0	37,000,000	0
<b>TOTAL CAPITAL PLAN</b>			41,300,000	44,528	500,000	37,000,000	3,755,472

<p align="center"><b>TEXAS A&amp;M TRANSPORTATION INSTITUTE</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Physical Plant Projects/Equipment/Other	1,268,674		1,268,674		
		Total Construction/Acquisitions in Progress	<u>1,268,674</u>	<u>0</u>	<u>1,268,674</u>	<u>0</u>	<u>0</u>
<b>PROPOSED PROJECTS</b>							
	2017	* TTI State Headquarters	75,000,000		52,600,000	22,400,000 o,y	
		Total Proposed Construction/Acquisitions	<u>75,000,000</u>	<u>0</u>	<u>52,600,000</u>	<u>22,400,000</u>	<u>0</u>
<b>TOTAL CAPITAL PLAN</b>			<u><u>76,268,674</u></u>	<u><u>0</u></u>	<u><u>53,868,674</u></u>	<u><u>22,400,000</u></u>	<u><u>0</u></u>

\* Project will not move forward until POR is complete. \$13 million of RFS debt will be funded by TEES.

<p align="center"><b>SYSTEM OFFICES</b>  <b>FY 2017 - FY 2021 CAPITAL PLAN</b>  <b>SUMMARY INFORMATION</b></p>
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Project #	Projected FY Start Date	Project Name	Total Planning Amount	Cumulative Expenditures Prior Years to 6/30/2016	PUF Debt Proceeds	RFS Debt Proceeds	Other
<b>APPROVED PROJECTS</b>							
		Human Capital Management Software Purchase	53,507,000	8,911,864	44,595,136		
		Total Construction/Acquisitions in Progress	53,507,000	8,911,864	44,595,136	0	0
<b>PROPOSED PROJECTS</b>							
	2017	* Gateway Education Center	80,000,000			80,000,000	0
	2017	* RELLIS Campus Infrastructure	49,200,000			49,200,000	0
		Total Proposed Construction/Acquisitions	129,200,000	0	0	129,200,000	0
<b>TOTAL CAPITAL PLAN</b>			182,707,000	8,911,864	44,595,136	129,200,000	0

\* Projects will not move forward until POR is complete.

Unfunded Capital Needs:		
2019	Financial Management System Replacement	100,000,000

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Pre-Construction and Construction for the RELLIS Campus Infrastructure Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 01-3228)

**Background and Prior Actions:**

The RELLIS Campus Infrastructure Project is included as a proposed project on the FY 2017-FY 2021 A&M System Capital Plan being approved by the Board at the September 2016 meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$49,200,000 for pre-construction and construction services and related project costs.
- (3) Approve pre-construction and construction of the RELLIS Campus Infrastructure Project at The Texas A&M University System (A&M System) RELLIS Campus.

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	<u>\$49,200,000</u>	\$3,325,308	Available University Fund and Other
Total Project Funds	<u>\$49,200,000</u>		

**Project Justification:**

The A&M System is creating a new paradigm for the future of applied research, technology development and education. We are advancing the redevelopment of our Riverside Campus, approximately 2,000 acres of prime, largely underdeveloped real estate located adjacent to State Highways 47 and 21 in Bryan, Texas, into our A&M System RELLIS Campus – a high-tech, multi-institutional research, testing and workforce development campus.

The RELLIS Campus is conveniently located just 8 miles and a short 15 minutes from Texas A&M University's (Texas A&M) main campus. This location has long been a place where Texas A&M has conducted world-class research, technology development and workforce training in areas such as vehicle safety, traffic engineering, law enforcement training, biological materials processing, robotics and unmanned aerial systems.

Agenda Item No.  
Agenda Item Briefing

The 2,000-acre RELLIS Campus is located contiguous to the Bryan City Limits on the northwest side of Bryan, Texas. Local franchise utility providers will build all infrastructure necessary to supply the campus with adequate capacity for the completion of the envisioned work. The project budget only includes on-site infrastructure described in this program which includes: electricity, voice/data, heated and chilled water, water supply, wastewater, stormwater retention/detention, roads, and landscape features.

**Scope:**

This project will provide a campus infrastructure network to support the buildout of the first phase of new buildings at the RELLIS Campus. This infrastructure includes new and repaired roads, sanitary sewer extensions tying to the existing campus system with upgrade/pipe burst enlargement to existing trunk lines, surface stormwater drainage in part connected to the campus drainage system and a new regional detention/retention facility, a new central utility loop with heating and chilled water hydronic lines, domestic water, electrical ductbank, data ductbank, and an extension of the main gas line for the campus. Existing and new electrical service will be taken from overhead to underground within the first phase of development of the RELLIS campus. A Central Utility Plant (CUP) will be constructed to house central chillers and boilers and related equipment, and a thermal storage tower will be located adjacent to the CUP.

Construction on this project is scheduled to start in March 2017 with substantial completion scheduled for March 2018 (Phase 1) and September 2018 (Phase 2). The total project budget is \$49,200,000.

**Other Major Fiscal Impacts:**

None.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Pre-Construction and Construction for the RELLIS Campus Infrastructure Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 01-3228)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$49,200,000 for the RELLIS Campus Infrastructure Project is approved.**

**The amount of \$49,200,000 is appropriated from Account No. 01-083538, Revenue Financing System Debt Proceeds (Available University Fund and Other), for pre-construction and construction services and related project costs.**

**The RELLIS Campus Infrastructure Project, The Texas A&M University System RELLIS Campus, Bryan, Texas, is approved for pre-construction services and construction.**

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**



Agenda Item No.  
July 20, 2016

**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

## ATTACHMENT TO ITEM

<b>RELLIS CAMPUS INFRASTRUCTURE</b>	<b>PROJECT BUDGET</b>
<b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b>	
<b>RELLIS CAMPUS</b>	
<b>PROJECT NO. 01-3228</b>	

1.	Amount Available for Construction Contract.....	\$38,910,000
2.	Owner's Contingency .....	1,946,000
3.	Architectural/Engineering Fees .....	3,142,000
4.	Design Build Pre-Construction Services .....	248,000
5.	Site Surveys and Utility Investigations .....	200,000
6.	Geotechnical Investigation .....	60,000
7.	Commissioning .....	130,000
8.	FP&C Project Management and Inspection Fees .....	1,270,000
9.	Construction Materials Testing .....	1,557,000
10.	Environmental Systems Balancing .....	50,000
11.	Fire Detection and Alarm Testing.....	75,000
12.	Utility Testing .....	75,000
13.	Envelope Consultant .....	50,000
14.	Hazardous Materials Survey/Monitoring .....	150,000
15.	Movable Furnishings & Equipment.....	50,000
16.	Fiber Optic Interface .....	120,000
17.	Security System (Card Access included in AACC) .....	50,000
18.	Telecommunications .....	98,000
19.	Exterior Graphics .....	5,000
20.	Interagency and Other Costs .....	250,000
21.	SSC Services .....	67,000
22.	Audit Allowance .....	35,000
23.	Owner's Insurance (ROCIP) Allowance .....	<u>662,000</u>
24.	TOTAL ESTIMATED COST OF PROJECT.....	<u>\$49,200,000</u>

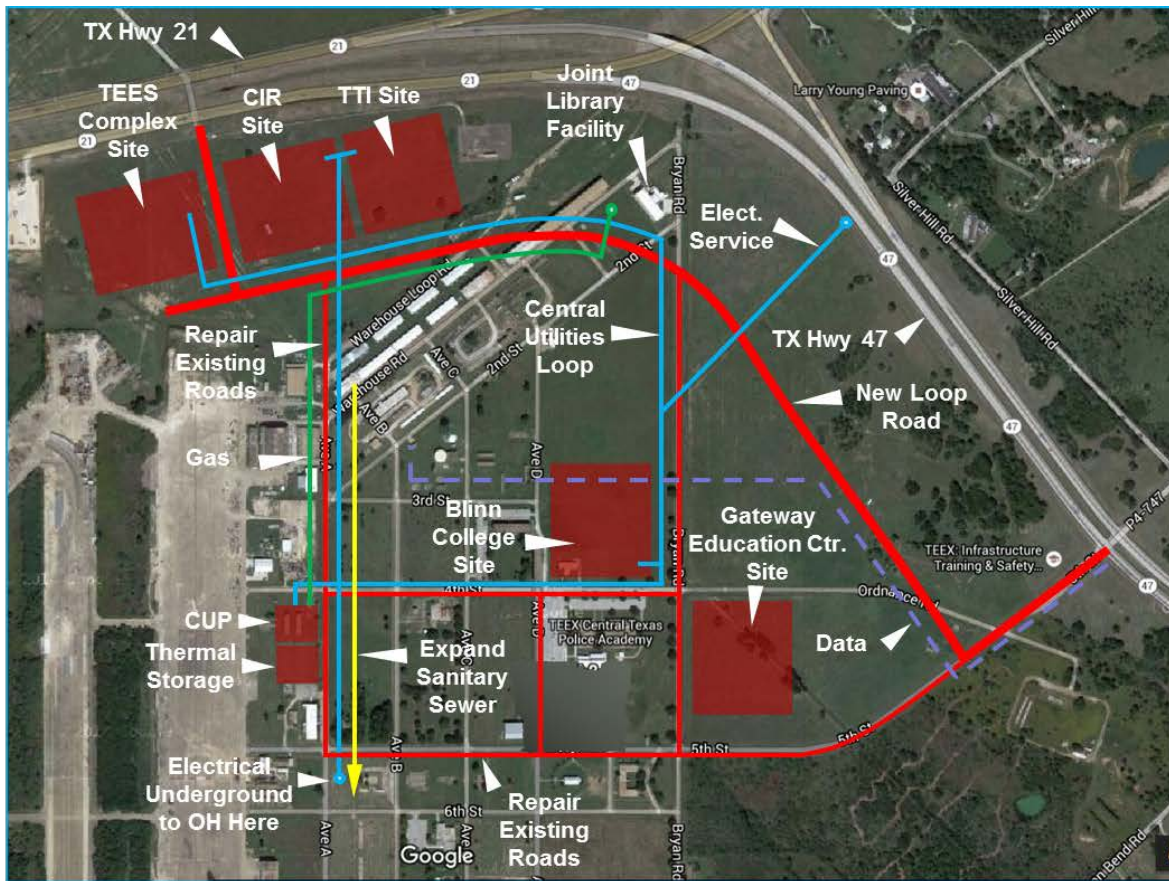
1. BOR Approval of Capital Plan, Pre-Construction, and Construction .....	September 1, 2016
2. Develop Scope Description .....	July 12, 2016
3. Complete POR Final Draft .....	July 19, 2016
4. Complete Review of POR Final Draft .....	July 22, 2016
5. Complete POR .....	July 26, 2016
6. Issue Design Build (DB) Request for Qualifications (RFQ) .....	July 27, 2016
7. RFQ Responses Due .....	August 17, 2016
8. Shortlist DB Firms .....	August 24, 2016
9. Issue DB Request for Proposals (RFP) .....	August 25, 2016
10. RFP Responses Due .....	August 31, 2016
11. Select DB .....	September 7, 2016
12. Chancellor Approval of Ranked Order .....	September 30, 2016
13. Execute DB Agreement .....	October 19, 2016
14. Design Kickoff Meeting.....	October 20, 2016
15. Complete Schematic Design .....	January 19, 2017
16. Issue Construction Documents Package 1 (Equipment) .....	January 26, 2017
17. Complete 25% Design Development .....	February 2, 2017
18. Issue Construction Document Package 2 (Site/Civil) .....	February 2, 2017
19. Receive GMP .....	March 2, 2017
20. Issue Construction Notice to Proceed Package 2 .....	March 16, 2017
21. Complete Design Development .....	April 6, 2017
22. Complete Construction Documents .....	July 20, 2017
23. Construction Substantial Completion – Phase I (12 months) .....	March 2018
24. Construction Substantial Completion – Phase II (18 months) .....	September 2018
25. Owner Occupancy.....	December 2018

**TEXAS A&M UNIVERSITY SYSTEM  
REVENUE FINANCING SYSTEM  
01-3228 RELLIS Campus Infrastructure  
Available University Fund/Other**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>	<b>Coverage 1.15x</b>
BONDS	49,685,000.00				
YEAR 1	48,970,000.00	715,000.00	2,608,462.50	3,323,462.50	3,821,981.88
YEAR 2	48,220,000.00	750,000.00	2,570,925.00	3,320,925.00	3,819,063.75
YEAR 3	47,430,000.00	790,000.00	2,531,550.00	3,321,550.00	3,819,782.50
YEAR 4	46,595,000.00	835,000.00	2,490,075.00	3,325,075.00	3,823,836.25
YEAR 5	45,720,000.00	875,000.00	2,446,237.50	3,321,237.50	3,819,423.13
YEAR 6	44,795,000.00	925,000.00	2,400,300.00	3,325,300.00	3,824,095.00
YEAR 7	43,825,000.00	970,000.00	2,351,737.50	3,321,737.50	3,819,998.13
YEAR 8	42,800,000.00	1,025,000.00	2,300,812.50	3,325,812.50	3,824,684.38
YEAR 9	41,725,000.00	1,075,000.00	2,247,000.00	3,322,000.00	3,820,300.00
YEAR 10	40,590,000.00	1,135,000.00	2,190,562.50	3,325,562.50	3,824,396.88
YEAR 11	39,395,000.00	1,195,000.00	2,130,975.00	3,325,975.00	3,824,871.25
YEAR 12	38,135,000.00	1,260,000.00	2,068,237.50	3,328,237.50	3,827,473.13
YEAR 13	36,810,000.00	1,325,000.00	2,002,087.50	3,327,087.50	3,826,150.63
YEAR 14	35,415,000.00	1,395,000.00	1,932,525.00	3,327,525.00	3,826,653.75
YEAR 15	33,950,000.00	1,465,000.00	1,859,287.50	3,324,287.50	3,822,930.63
YEAR 16	32,405,000.00	1,545,000.00	1,782,375.00	3,327,375.00	3,826,481.25
YEAR 17	30,780,000.00	1,625,000.00	1,701,262.50	3,326,262.50	3,825,201.88
YEAR 18	29,070,000.00	1,710,000.00	1,615,950.00	3,325,950.00	3,824,842.50
YEAR 19	27,270,000.00	1,800,000.00	1,526,175.00	3,326,175.00	3,825,101.25
YEAR 20	25,375,000.00	1,895,000.00	1,431,675.00	3,326,675.00	3,825,676.25
YEAR 21	23,380,000.00	1,995,000.00	1,332,187.50	3,327,187.50	3,826,265.63
YEAR 22	21,280,000.00	2,100,000.00	1,227,450.00	3,327,450.00	3,826,567.50
YEAR 23	19,070,000.00	2,210,000.00	1,117,200.00	3,327,200.00	3,826,280.00
YEAR 24	16,745,000.00	2,325,000.00	1,001,175.00	3,326,175.00	3,825,101.25
YEAR 25	14,300,000.00	2,445,000.00	879,112.50	3,324,112.50	3,822,729.38
YEAR 26	11,725,000.00	2,575,000.00	750,750.00	3,325,750.00	3,824,612.50
YEAR 27	9,015,000.00	2,710,000.00	615,562.50	3,325,562.50	3,824,396.88
YEAR 28	6,160,000.00	2,855,000.00	473,287.50	3,328,287.50	3,827,530.63
YEAR 29	3,160,000.00	3,000,000.00	323,400.00	3,323,400.00	3,821,910.00
YEAR 30	-	3,160,000.00	165,900.00	3,325,900.00	3,824,785.00
		<u>\$ 49,685,000.00</u>	<u>\$ 50,074,237.50</u>	<u>\$ 99,759,237.50</u>	<u>\$ 114,723,123.19</u>

Estimated Issuance Costs of \$485,000 are included in this schedule.  
Long-term rates are assumed to be 5.25%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 7/19/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



# RELLIS Campus Infrastructure

The Texas A&M University System

Project No. 01-3228

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Joint Library Facility Module 2 Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 02-3193)

**Background and Prior Actions:**

The Joint Library Facility (JLF) Module 2 Project was included as an approved project on the FY 2016-FY 2020 A&M System Capital Plan approved by the Board at the September 2015 meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$4,950,000 for construction services and related project costs. \$550,000 has been previously appropriated to this project.
- (3) Approve construction of the JLF Module 2 Project at The Texas A&M University System (A&M System) RELLIS Campus.

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Cash (AUF)	\$3,800,000	N/A	N/A
Cash (AUF)	\$1,200,000	N/A	N/A
Cash (Designated Tuition)	<u>\$ 500,000</u>	N/A	N/A
Total Project Funds	<u>\$5,500,000</u>		

**Project Justification:**

The JLF is located on the A&M System RELLIS Campus, Bryan, Texas. The JLF is primarily a storage facility, with an average intake of 5,000 cataloged books and/or bound volumes per week. The existing facility (at approximately 16,000 square feet) processes some books for inter-library loan, but the vast majority of items at JLF have never been retrieved once they have been stored. There are currently over 480,000 items stored with an estimated ultimate collection

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capacity of between 900,000 and 1 million in Module 1. In order to keep pace with the rate of incoming items, the storage capacity of JLF is being doubled with construction of Module 2.

**Scope:**

The JLF Module 2 will provide an additional 12,195 square feet of library stack space to the existing library storage facility on the RELLIS campus. The facility provides controlled storage for rarely circulated but valuable research materials for the period of time necessary for digital technology and copyright restrictions to evolve so that scanned copies can take the place of print books.

The library addition will mimic all of the original building's components to include concrete tilt-wall construction, while incorporating the new design standards of the RELLIS campus and the extension of existing utilities and mechanical systems to support the addition. Module 2 has been designed to anticipate the addition of a third module of equal size, though the site can support a larger addition should the library's program dictate.

Construction on this project is scheduled to start in November 2016 with substantial completion scheduled for September 2017. The total project budget is \$5,500,000.

**Other Major Fiscal Impacts:**

None.

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**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Joint Library Facility Module 2 Project, The Texas A&M University System RELLIS Campus, Bryan, Texas (Project No. 02-3193)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$5,500,000 for the Joint Library Facility Module 2 Project is approved.**

**The amount of \$3,250,000 is appropriated from Account No. 02-806305, Joint Library, the amount of \$1,200,000 is appropriated from Account No. 02-290227, Joint Library Facility Project, and the amount of \$500,000 is appropriated from Account No. 02-242406, Joint Library Facility, for construction services and related project costs.**

**The Joint Library Facility Module 2 Project, The Texas A&M University System RELLIS Campus, Bryan, Texas, is approved for construction.”**

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Michael K. Young, President  
Texas A&M University

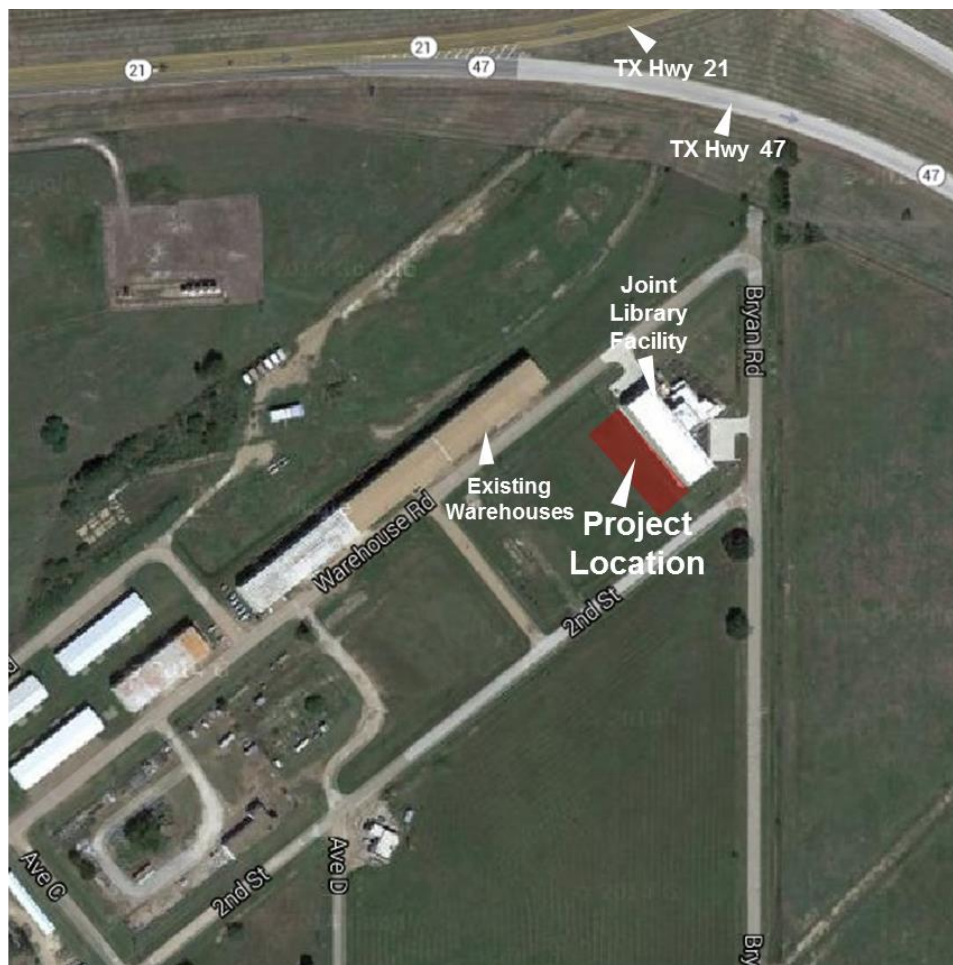


## ATTACHMENT TO ITEM

<b>JOINT LIBRARY FACILITY MODULE 2</b>	<b>PROJECT BUDGET</b>
<b>THE TEXAS A&amp;M UNIVERSITY SYSTEM</b>	
<b>RELLIS CAMPUS</b>	
<b>PROJECT NO. 02-3193</b>	

1. Amount Available for Construction Contract .....	\$3,600,000
2. Owner's Contingency .....	170,000
3. Architectural/Engineering Fees .....	368,000
4. FP&C Project Management and Inspection Fees.....	142,000
5. Movable Furnishings and Equipment.....	1,000,000
6. Audio Visual Equipment .....	20,000
7. Environmental Systems Balancing .....	25,000
8. Energy Management Systems .....	45,000
9. Construction Testing .....	30,000
10. Envelope Consultant .....	20,000
11. Fiber Optic Interface .....	20,000
12. Security .....	25,000
13. Interagency and Other Costs .....	10,000
14. SSC Services .....	15,000
15. Builder's Risk Insurance Allowance .....	<u>10,000</u>
16. TOTAL ESTIMATED COST OF PROJECT .....	<u>\$5,500,000</u>

1. Kickoff Meeting ..... November 19, 2015
2. Complete Schematic Design ..... January 21, 2016
3. Complete Design Development ..... March 24, 2016
4. Complete Construction Documents ..... July 21, 2016
5. Advertise for Competitive Sealed Proposals (CSP) ..... July 29, 2016
6. Pre-Bid Meeting ..... August 8, 2016
7. Receive CSPs ..... August 19, 2016
8. CSP Evaluation ..... August 24, 2016
9. Chancellor Approval of Ranked Order ..... August 31, 2016
10. BOR Approval for Construction ..... September 1, 2016
11. Award Construction Contract ..... October 17, 2016
12. Begin Construction (10 months) ..... November 1, 2016
13. Construction Substantial Completion ..... September 2017
14. Owner Occupancy ..... October 2017



## Joint Library Facility Module 2

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The Texas A&M University System RELLIS Campus    Project No. 02-3193

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the McAllen Multipurpose Academic Building Project, Texas A&M University Higher Education Center, McAllen, Texas (Project No. 02-3212)

**Background and Prior Actions:**

The McAllen Multipurpose Academic Building (MAB) Project was added with an FY 2016 start date to the FY 2016-FY 2020 A&M System Capital Plan at the February 2016 Board of Regents Meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$36,000,000 for construction services and related project costs. \$4,000,000 has been previously appropriated to this project.
- (3) Approve construction of the MAB Project at the Texas A&M University Higher Education Center in McAllen, subject to approval of a Higher Education Center in McAllen by the Texas Higher Education Coordinating Board (THECB).

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	Average Estimated Annual <u>Debt Service</u>	Debt Service <u>Source</u>
Permanent University Fund Debt Proceeds	\$30,000,000	\$2,379,999	Available University Fund
Cash	<u>\$10,000,000</u>	N/A	N/A
Total Project Funds	<u>\$40,000,000</u>		

**Project Justification:**

The A&M System, in partnership with the City of McAllen and County of Hidalgo, see a need to provide additional higher education options offering young people more reasons to stay in the Rio Grande Valley. A letter of intent was signed with The Texas A&M University System and Texas A&M University (Texas A&M) representatives to develop a new Texas A&M teaching center. The proposed new center will be located on 100 acres of land within the *Tres Lagos* development on the north side of McAllen.

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Initial programs from the Texas A&M Colleges of Agriculture and Life Sciences, Engineering, Veterinary Medicine & Biomedical Sciences, Science and Liberal Arts have been identified as high priority programs needed within the community.

**Scope:**

The MAB, a building (approximately 61,470 GSF) for Texas A&M University, will be the first building at the new McAllen location. The facility will contain multi-use spaces and include shared facilities that support interdisciplinary programs.

The building is to include:

- + Mid-size and small general classrooms to support both core curriculum and program specific classes
- + Lab spaces for wet, dry, engineering and technology classes
- + Administrative offices for administrative personnel, faculty, staff, teaching assistants, security and operations
- + Parking, site development and utilities on the site

Construction on this project is scheduled to start in December 2016 with substantial completion scheduled for March 2018, all subject to approval of a Higher Education Center by The Texas Higher Education Coordinating Board. The total project budget is \$40,000,000.

**Other Major Fiscal Impacts:**

None.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the McAllen Multipurpose Academic Building Project, Texas A&M University Higher Education Center, McAllen, Texas (Project No. 02-3212)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$40,000,000 for the McAllen Multipurpose Academic Building Project is approved.**

**The amount of \$26,000,000 is appropriated from Account No. 01-085560 Permanent University Fund Debt Proceeds (AUF), and the amount of \$10,000,000 is appropriated from Account No. 01-810272, McAllen Multipurpose Academic Facility, for construction services and related project costs.**

**The McAllen Multipurpose Academic Building Project, Texas A&M University Higher Education Center, McAllen, Texas, is approved for construction subject to approval of a Higher Education Center in McAllen by the Texas Higher Education Coordinating Board.**

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

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

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John Sharp  
Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Michael K. Young, President  
Texas A&M University

## ATTACHMENT TO ITEM

<b>MCALLEN MULTIPURPOSE ACADEMIC BUILDING</b>	<b>PROJECT BUDGET</b>
<b>TEXAS A&amp;M UNIVERSITY HIGHER EDUCATION</b>	
<b>CENTER IN MCALLEN</b>	
<b>PROJECT NO. 02-3212</b>	

1. Amount Available for Construction Contract .....	\$29,200,000
2. Owner's Contingency .....	1,531,634
3. DB Pre-Construction Services.....	1,994,526
4. FP&C Project Management and Inspection Fees.....	1,033,000
5. Movable Furnishings .....	1,490,000
6. Movable Equipment .....	1,500,000
7. Audio Visual Equipment .....	894,000
8. Environmental Systems Balancing .....	149,000
9. Construction Testing .....	219,000
10. Fire Detection and Alarm Testing .....	75,000
11. Envelope Consultant .....	100,000
12. Fiber Optic Interface .....	643,000
13. Security System (Card Access included in AACC) .....	149,000
14. Distributed Antenna System .....	100,000
15. Exterior Graphics .....	5,000
16. Interagency and Other Costs .....	259,840
17. Owner's Insurance Allowance .....	<u>657,000</u>
18. TOTAL ESTIMATED COST OF PROJECT .....	<u>\$40,000,000</u>

1. Issue Design Build (DB) Request for Qualifications .....February 1, 2016
2. RFQ Responses Due .....February 22, 2016
3. Develop DB Shortlist .....February 29, 2016
4. Issue DB RFP to Shortlist .....March 2, 2016
5. Select DB .....March 22 2016
6. Chancellor Approval of Ranked Order .....April 15, 2016
7. Execute DB Agreement .....May 6, 2016
8. Design Kickoff Meeting.....May 9, 2016
9. Complete Schematic Design with Estimate .....August 8, 2016
10. BOR Approval for Construction – Not to Exceed GMP .....September 1, 2016
11. Complete Bid Package 1 ..... November 21, 2016
12. Complete Design Development ..... November 21, 2016
13. Issue Notice to Proceed – Package 1 .....December 28, 2016
14. Complete Construction Documents .....February 13, 2017
15. Construction Substantial Completion .....March 19, 2018
16. Owner Occupancy.....May 18, 2018



**TEXAS A&M UNIVERSITY  
PERMANENT UNIVERSITY FUND  
2-3212 McAllen Multipurpose Academic Building  
Available University Fund**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>
BONDS	30,300,000.00			
YEAR 1	29,360,000.00	940,000.00	1,439,250.00	2,379,250.00
YEAR 2	28,375,000.00	985,000.00	1,394,600.00	2,379,600.00
YEAR 3	27,340,000.00	1,035,000.00	1,347,812.50	2,382,812.50
YEAR 4	26,260,000.00	1,080,000.00	1,298,650.00	2,378,650.00
YEAR 5	25,125,000.00	1,135,000.00	1,247,350.00	2,382,350.00
YEAR 6	23,940,000.00	1,185,000.00	1,193,437.50	2,378,437.50
YEAR 7	22,695,000.00	1,245,000.00	1,137,150.00	2,382,150.00
YEAR 8	21,395,000.00	1,300,000.00	1,078,012.50	2,378,012.50
YEAR 9	20,030,000.00	1,365,000.00	1,016,262.50	2,381,262.50
YEAR 10	18,600,000.00	1,430,000.00	951,425.00	2,381,425.00
YEAR 11	17,105,000.00	1,495,000.00	883,500.00	2,378,500.00
YEAR 12	15,535,000.00	1,570,000.00	812,487.50	2,382,487.50
YEAR 13	13,895,000.00	1,640,000.00	737,912.50	2,377,912.50
YEAR 14	12,175,000.00	1,720,000.00	660,012.50	2,380,012.50
YEAR 15	10,375,000.00	1,800,000.00	578,312.50	2,378,312.50
YEAR 16	8,485,000.00	1,890,000.00	492,812.50	2,382,812.50
YEAR 17	6,510,000.00	1,975,000.00	403,037.50	2,378,037.50
YEAR 18	4,440,000.00	2,070,000.00	309,225.00	2,379,225.00
YEAR 19	2,270,000.00	2,170,000.00	210,900.00	2,380,900.00
YEAR 20	-	2,270,000.00	107,825.00	2,377,825.00
		<u>\$ 30,300,000.00</u>	<u>\$ 17,299,975.00</u>	<u>\$ 47,599,975.00</u>

Estimated issuance costs of \$300,000 are included in this schedule.  
Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 6/30/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



## McAllen Multipurpose Academic Building

**Texas A&M University Higher Education Center in McAllen**

Project No. 02-3212

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Fabrication Center Project, Prairie View A&M University, Prairie View, Texas (Project No. 05-3198)

**Background and Prior Actions:**

The Fabrication Center Project was included as an approved project on the FY 2016-FY 2020 A&M System Capital Plan approved by the Board at the September 2015 meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$16,658,000 for construction services and related project costs and revert \$1,215,800 of previous appropriations to source account. \$1,715,800 has been previously appropriated to this project.
- (3) Approve construction of the Fabrication Center Project at Prairie View A&M University (PVAMU).

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	\$14,500,000	\$1,138,986	Tuition Revenue Bonds
Permanent University Fund Debt Proceeds	\$ 2,158,000	\$171,344	Available University Fund
Cash (Designated Tuition)	<u>\$ 500,000</u>	N/A	N/A
Total Project Funds	<u>\$17,158,000</u>		

**Project Justification:**

The current fabrication shop at the School of Architecture is inadequate to meet the needs of growing academic programs and research activities. The existing shop does not provide sufficient space for equipment or an open area for the assembly of models. There is no

Agenda Item No.  
Agenda Item Briefing

separation between noisy and dust-producing activities (such as wood and metal shop) and dust-sensitive computers and digital 3D printers. No space is currently available for anticipated research on high performance building envelopes.

**Scope:**

The Fabrication Center is proposed to be located near the School of Architecture building with a pedestrian connection for student convenience. The facility will provide lab space and equipment for undergraduate and graduate students of the School of Architecture. The fabrication program is based on projected requirements for FY 2020 through FY 2025. New digital fabrication technology and complex designs will continue to increase the use of digital fabrication in the future. The facility should be designed with the flexibility to allow conversion of space from conventional to digital fabrication tools. Workshop space in the existing School of Architecture building is proposed to be converted to an additional studio for the growing digital media arts and visualization program.

Construction on this project is scheduled to start in October 2016 with substantial completion scheduled for January 2018. The total project budget is \$17,158,000.

**Other Major Fiscal Impacts:**

None.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Fabrication Center Project, Prairie View A&M University, Prairie View, Texas (Project No. 05-3198)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$17,158,000 for the Fabrication Center Project is approved.**

**The amount of \$14,500,000 is appropriated from Account No. 01-083536, Revenue Financing System Debt Proceeds (Tuition Revenue Bonds), and the amount of \$2,158,000 is appropriated from Account No. 01-084243, Permanent University Fund Debt Proceeds (Available University Fund), for construction services and related project costs. The amount of \$1,215,800 is reverted from Account No. 05-220784, Designated Tuition Reserve Single Use Funds.**

**The Fabrication Center Project, Prairie View A&M University, Prairie View, Texas, is approved for construction.**

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**

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**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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George C. Wright, President  
Prairie View A&M University

<b>FABRICATION CENTER</b>	<b>PROJECT BUDGET</b>
<b>PRAIRIE VIEW A&amp;M UNIVERSITY</b>	
<b>PROJECT NO. 05-3198</b>	

1. Amount Available for Construction Contract .....	\$11,278,000
2. Owner's Contingency .....	562,885
3. Architectural/Engineering Fees .....	905,000
4. Site Surveys & Utility Investigations .....	30,000
5. Geotechnical Investigation .....	40,000
6. Commissioning.....	97,000
7. Envelope Consultant.....	50,000
8. Program of Requirements .....	40,000
9. FP&C Project Management Fee.....	443,000
10. Movable Furnishings and Equipment .....	2,472,000
11. Security Equipment .....	165,000
12. A/V Equipment.....	225,000
13. Construction Materials Testing .....	113,115
14. Fire Detection & Alarm System Testing/Life Safety Code Review .....	75,000
15. Fiber Optic Interface/CIS .....	150,000
16. Data/Telecommunications .....	193,000
17. Testing & Balancing .....	97,000
18. Exterior Graphics .....	32,000
19. Artwork .....	10,000
20. SSC Solutions .....	80,000
21. Owner's Insurance Allowance .....	<u>100,000</u>
22. TOTAL ESTIMATED COST OF PROJECT .....	<u>\$17,158,000</u>

1. Design Kickoff Meeting.....December 2015
2. Issue Construction Manager at Risk (CMAR) RFP .....February 22, 2016
3. Receive CMAR RFP Responses .....March 11, 2016
4. Complete Schematic Design .....March 16, 2016
5. Shortlist CMAR Firms .....March 21, 2016
6. Interview CMAR Shortlist .....March 28, 2016
7. Chancellor Approval of Ranked Order .....April 11, 2016
8. Execute CMAR Agreement .....April 25, 2016
9. Complete Design Development .....June 15, 2016
10. Receive Guaranteed Maximum Price from CMAR..... July 28, 2016
11. Issue CD Package #1..... July 28, 2016
12. BOR Approval for Construction .....September 1, 2016
13. Begin Construction – CD Package #1 ..... October 2016
14. Complete Construction Documents .....December 2016
15. Submit THECB Application for Review .....December 2017
16. Substantial Completion .....January 2018
17. Owner Occupancy.....February 2018



**PRAIRIE VIEW A&M UNIVERSITY  
REVENUE FINANCING SYSTEM  
5-3198 Fabrication Center  
Tuition Revenue Bonds**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>
BONDS	14,500,000.00			
YEAR 1	14,050,000.00	450,000.00	688,750.00	1,138,750.00
YEAR 2	13,580,000.00	470,000.00	667,375.00	1,137,375.00
YEAR 3	13,085,000.00	495,000.00	645,050.00	1,140,050.00
YEAR 4	12,570,000.00	515,000.00	621,537.50	1,136,537.50
YEAR 5	12,030,000.00	540,000.00	597,075.00	1,137,075.00
YEAR 6	11,460,000.00	570,000.00	571,425.00	1,141,425.00
YEAR 7	10,865,000.00	595,000.00	544,350.00	1,139,350.00
YEAR 8	10,240,000.00	625,000.00	516,087.50	1,141,087.50
YEAR 9	9,585,000.00	655,000.00	486,400.00	1,141,400.00
YEAR 10	8,900,000.00	685,000.00	455,287.50	1,140,287.50
YEAR 11	8,185,000.00	715,000.00	422,750.00	1,137,750.00
YEAR 12	7,435,000.00	750,000.00	388,787.50	1,138,787.50
YEAR 13	6,650,000.00	785,000.00	353,162.50	1,138,162.50
YEAR 14	5,825,000.00	825,000.00	315,875.00	1,140,875.00
YEAR 15	4,965,000.00	860,000.00	276,687.50	1,136,687.50
YEAR 16	4,060,000.00	905,000.00	235,837.50	1,140,837.50
YEAR 17	3,115,000.00	945,000.00	192,850.00	1,137,850.00
YEAR 18	2,125,000.00	990,000.00	147,962.50	1,137,962.50
YEAR 19	1,085,000.00	1,040,000.00	100,937.50	1,140,937.50
YEAR 20	-	1,085,000.00	51,537.50	1,136,537.50
		<u>\$ 14,500,000.00</u>	<u>\$ 8,279,725.00</u>	<u>\$ 22,779,725.00</u>

Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 6/30/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**

**PRAIRIE VIEW A&M UNIVERSITY  
PERMANENT UNIVERSITY FUND  
5-3198 Fabrication Center  
Available University Fund**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>
BONDS	2,180,000.00			
YEAR 1	2,110,000.00	70,000.00	103,550.00	173,550.00
YEAR 2	2,040,000.00	70,000.00	100,225.00	170,225.00
YEAR 3	1,970,000.00	70,000.00	96,900.00	166,900.00
YEAR 4	1,895,000.00	75,000.00	93,575.00	168,575.00
YEAR 5	1,815,000.00	80,000.00	90,012.50	170,012.50
YEAR 6	1,730,000.00	85,000.00	86,212.50	171,212.50
YEAR 7	1,640,000.00	90,000.00	82,175.00	172,175.00
YEAR 8	1,545,000.00	95,000.00	77,900.00	172,900.00
YEAR 9	1,445,000.00	100,000.00	73,387.50	173,387.50
YEAR 10	1,340,000.00	105,000.00	68,637.50	173,637.50
YEAR 11	1,235,000.00	105,000.00	63,650.00	168,650.00
YEAR 12	1,120,000.00	115,000.00	58,662.50	173,662.50
YEAR 13	1,000,000.00	120,000.00	53,200.00	173,200.00
YEAR 14	875,000.00	125,000.00	47,500.00	172,500.00
YEAR 15	745,000.00	130,000.00	41,562.50	171,562.50
YEAR 16	610,000.00	135,000.00	35,387.50	170,387.50
YEAR 17	470,000.00	140,000.00	28,975.00	168,975.00
YEAR 18	320,000.00	150,000.00	22,325.00	172,325.00
YEAR 19	165,000.00	155,000.00	15,200.00	170,200.00
YEAR 20	-	165,000.00	7,837.50	172,837.50
		<u>\$ 2,180,000.00</u>	<u>\$ 1,246,875.00</u>	<u>\$ 3,426,875.00</u>

Estimated issuance costs and rounding of \$22,000 are included in this schedule.  
Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 6/30/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



## Fabrication Center

Prairie View A&M University

Project No. 05-3198

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Academic Building Complex Phase II and Infrastructure Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-3197)

**Background and Prior Actions:**

The Academic Building Complex Phase II and Infrastructure Project was included as an approved project on the FY 2016-FY 2020 A&M System Capital Plan approved by the Board at the September 2015 meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$50,540,000 for construction services and related project costs. \$5,740,000 has been previously appropriated to this project.
- (3) Approve construction of the Academic Building Complex Phase II and Infrastructure Project at Texas A&M University at Galveston (TAMUG).

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	<u>\$56,280,000</u>	\$4,420,794	Tuition Revenue Bonds
Total Project Funds	<u>\$56,280,000</u>		

**Project Justification:**

At present, TAMUG is unable to hold significant and very large events on campus like convocation, etc., simply because there is not an appropriately sized venue. Currently, the TAMUG campus uses its Physical Education (PE) Facility to hold smaller campus events. These events range in variety and include new student conferences, the career fair, the Science Olympiad, family weekend, and research symposia. Since the PE Facility was not designed as an event space, inherent deficiencies of the space surface when hosting events. The facility is severely challenged in terms of basic services. For example, the acoustics of the space are subpar, presentation technology is limited and the atmosphere is not suitable for most events. For larger events requiring catering, food and beverage service is equally challenging.

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Agenda Item Briefing

Amenities such as breakout rooms and pre-function spaces do not exist. With the completion of Phase II of the Academic Building Complex Project, the university will gain a dedicated event space and allow the PE Facility to return to its intended use.

**Scope:**

Phase II of the Academic Building Complex Project will provide the TAMUG campus with a capacity to host large, campus-wide events in an appropriate facility. It will include a large multipurpose space, support spaces, smaller seminar rooms, and a business center. The new facility will allow TAMUG to host academic conferences and research symposia, solidifying and advancing the institution's commitment to undergraduate and graduate instruction and research of marine and maritime studies in science, engineering and business. The campus will also be able to better serve existing student activities and enrollment services for annual events such as family weekend, new student conferences, preview days, and the career fair, as well as convocation and graduation. It will support TAMUG's vision to host critical events and academic conferences in an environment representative of an established campus with high quality instruction and instill pride amongst the Sea Aggie community.

Phase II of the new Academic Building Complex Project is also planned to include the campus bookstore, light food service, the Human Resources office suite, and the Associate Vice President of Administration and Auxiliary Services office suite. These programs will complement the student services and instructional spaces planned in the Phase I building and consolidate many student activities at the new face of the university. A crucial component of the new Academic Building Complex Phase II Project will provide current and potential students with a high-quality experience of The Texas A&M University System and its campuses.

The infrastructure portion of the project will upgrade various thermal, electrical and IT loops campus-wide and provide a new wastewater treatment plant.

Construction on this project is scheduled to start in October 2016 with substantial completion scheduled for June 2018. The total project budget is \$56,280,000.

**Other Major Fiscal Impacts:**

None.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Academic Building Complex Phase II and Infrastructure Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-3197)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$56,280,000 for the Academic Building Complex Phase II and Infrastructure Project is approved.**

**The amount of \$50,540,000 is appropriated from Account No. 01-083536, Revenue System Financing Debt Proceeds (Tuition Revenue Bonds), for construction services and related project costs.**

**The Academic Building Complex Phase II and Infrastructure Project, Texas A&M University at Galveston, Galveston, Texas, is approved for construction.**

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**

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July 20, 2016

**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Michael K. Young, President  
Texas A&M University

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Douglas J. Palmer  
Interim Chief Operations Officer  
Texas A&M University at Galveston

## ATTACHMENT TO ITEM

<b>ACADEMIC BUILDING COMPLEX PHASE II AND INFRASTRUCTURE</b> <b>TEXAS A&amp;M UNIVERSITY AT GALVESTON</b> <b>PROJECT NO. 10-3197</b>	<b>PROJECT BUDGET</b>
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1. Amount Available for Construction Contract .....	\$42,557,200
2. Owner's Contingency .....	2,183,860
3. Architectural/Engineering Fees .....	4,124,000
4. Construction Manager at Risk Pre-Construction Services .....	210,710
5. Program of Requirements.....	140,910
6. FP&C Project Management and Inspection Fees.....	1,482,000
7. Movable Furnishings & Equipment .....	1,534,000
8. Audio Visual Equipment .....	1,300,000
9. Environmental Systems Balancing .....	183,000
10. Construction Testing .....	273,000
11. Fire Detection and Alarm Testing .....	50,000
12. Envelope Consultant .....	120,000
13. Fiber Optic Interface .....	456,000
14. Security System (Card Access included in AACC) .....	243,000
15. Distributed Antenna System .....	60,000
16. Exterior Graphics .....	5,000
17. Interagency and Other Costs .....	251,290
18. SSC Services .....	60,000
19. Artwork Allowance .....	100,000
20. Owner's Insurance Allowance .....	<u>946,030</u>
21. TOTAL ESTIMATED COST OF PROJECT .....	<u>\$56,280,000</u>



**ACADEMIC BUILDING COMPLEX PHASE II AND  
INFRASTRUCTURE  
TEXAS A&M UNIVERSITY AT GALVESTON  
PROJECT NO. 10-3197**

**PROJECT SCHEDULE**

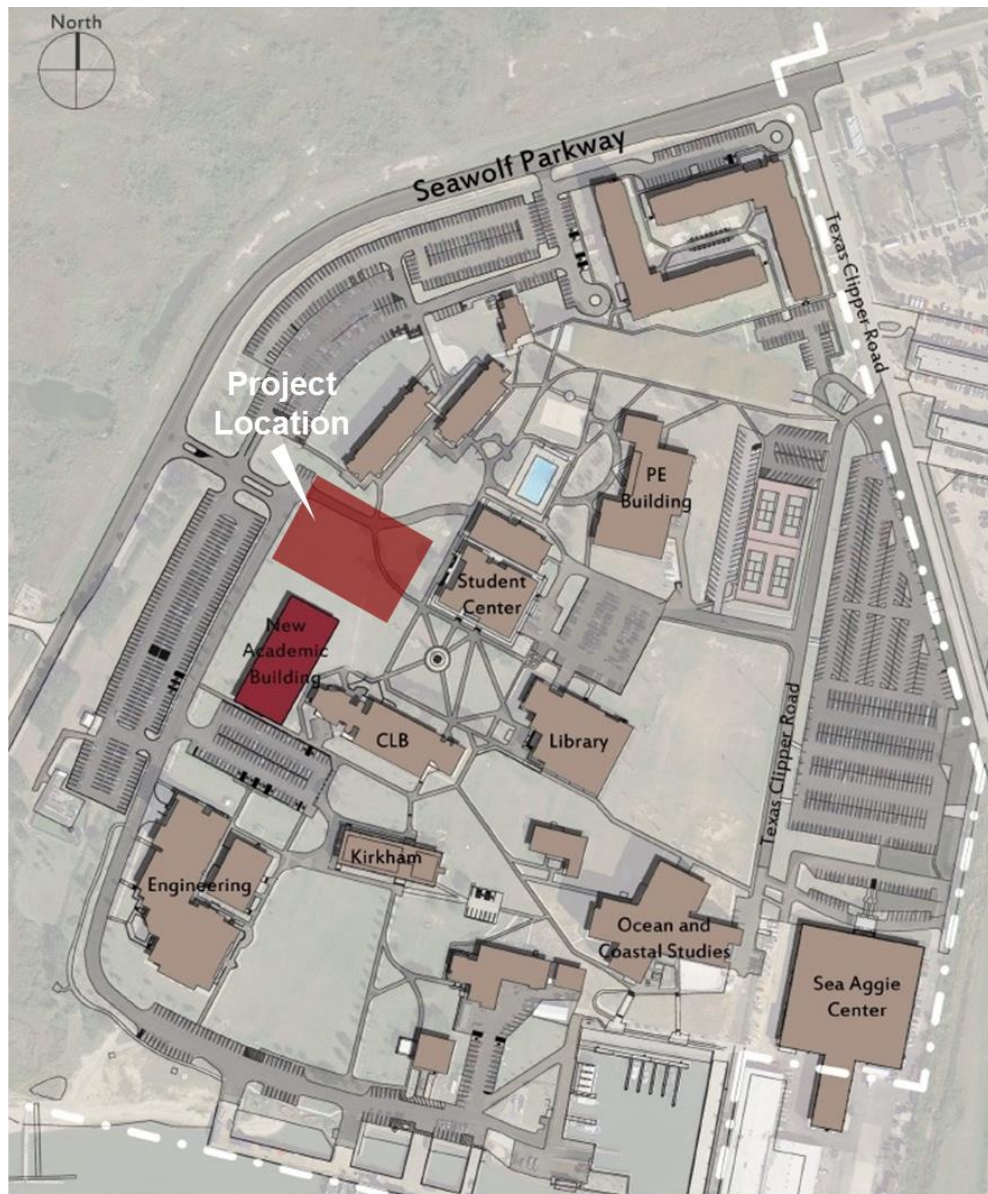
1. BOR Capital Plan Approval .....	September 4, 2015
2. Issue A/E Best Value Selection .....	December 3, 2015
3. Chancellor Approval of A/E Best Value .....	January 5, 2016
4. Issue Construction Manager at Risk (CMAR) Request for Proposal (RFP).....	January 13, 2016
5. Design Kickoff Meeting.....	February 5, 2016
6. Receive RFP Response .....	February 9, 2016
7. Shortlist CMAR Firms .....	February 18, 2016
8. Execute A/E Agreement.....	February 25, 2016
9. Interview CMAR Shortlist .....	March 1, 2016
10. Chancellor Approval of Ranked Order .....	March 15, 2016
11. Complete Schematic Design with Estimate .....	April 4, 2016
12. Execute CMAR Agreement .....	April 15, 2016
13. Complete Design Development .....	July 25, 2016
14. Receive GMP from CMAR .....	August 18, 2016
15. Issue Construction Document Package 1 .....	September 1, 2016
16. BOR Approval for Construction .....	September 1, 2016
17. Issue Notice to Proceed Package 1 .....	October 5, 2016
18. Complete Construction Documents .....	December 20, 2016
19. Submit THECB Application for Review .....	May 13, 2018
20. Construction Substantial Completion .....	June 13, 2018
21. Owner Occupancy .....	August 7, 2018

**TEXAS A&M UNIVERSITY at Galveston**  
**REVENUE FINANCING SYSTEM**  
**10-3197 Academic Building Complex Phase II and Infrastructure**  
**Tuition Revenue Bonds**

Dates	Outstanding Principal	Principal Amount	Interest Amount	Annual Total
BONDS	56,280,000.00			
YEAR 1	54,535,000.00	1,745,000.00	2,673,300.00	4,418,300.00
YEAR 2	52,705,000.00	1,830,000.00	2,590,412.50	4,420,412.50
YEAR 3	50,790,000.00	1,915,000.00	2,503,487.50	4,418,487.50
YEAR 4	48,780,000.00	2,010,000.00	2,412,525.00	4,422,525.00
YEAR 5	46,675,000.00	2,105,000.00	2,317,050.00	4,422,050.00
YEAR 6	44,470,000.00	2,205,000.00	2,217,062.50	4,422,062.50
YEAR 7	42,160,000.00	2,310,000.00	2,112,325.00	4,422,325.00
YEAR 8	39,740,000.00	2,420,000.00	2,002,600.00	4,422,600.00
YEAR 9	37,205,000.00	2,535,000.00	1,887,650.00	4,422,650.00
YEAR 10	34,550,000.00	2,655,000.00	1,767,237.50	4,422,237.50
YEAR 11	31,770,000.00	2,780,000.00	1,641,125.00	4,421,125.00
YEAR 12	28,860,000.00	2,910,000.00	1,509,075.00	4,419,075.00
YEAR 13	25,810,000.00	3,050,000.00	1,370,850.00	4,420,850.00
YEAR 14	22,615,000.00	3,195,000.00	1,225,975.00	4,420,975.00
YEAR 15	19,270,000.00	3,345,000.00	1,074,212.50	4,419,212.50
YEAR 16	15,765,000.00	3,505,000.00	915,325.00	4,420,325.00
YEAR 17	12,095,000.00	3,670,000.00	748,837.50	4,418,837.50
YEAR 18	8,250,000.00	3,845,000.00	574,512.50	4,419,512.50
YEAR 19	4,220,000.00	4,030,000.00	391,875.00	4,421,875.00
YEAR 20	-	4,220,000.00	200,450.00	4,420,450.00
		<u>\$ 56,280,000.00</u>	<u>\$ 32,135,887.50</u>	<u>\$ 88,415,887.50</u>

Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 6/30/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



## Academic Building Phase II and Infrastructure

Texas A&M University at Galveston

Project No. 10-3197

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer  
The Texas A&M University System

**Subject:** Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Life Sciences Research and Engineering Building – Phase I Project, Texas A&M University-Corpus Christi, Corpus Christi, Texas (Project No. 15-3188)

**Background and Prior Actions:**

The Life Sciences Research and Engineering Building – Phase I Project was included as an approved project on the FY 2016-FY 2020 A&M System Capital Plan approved by the Board at the September 2015 meeting.

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$60,000,000 for construction services and related project costs and revert previous appropriations to source account. \$3,700,000 has been previously appropriated to this project.
- (3) Approve construction of the Life Sciences Research and Engineering Building – Phase I Project at Texas A&M University-Corpus Christi (A&M-Corpus Christi).

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	<u>\$60,000,000</u>	\$4,712,933	Tuition Revenue Bonds
Total Project Funds	<u>\$60,000,000</u>		

**Project Justification:**

The Island Campus of A&M-Corpus Christi is located on Ward Island between Corpus Christi Bay and Oso Bay in the southeast area of the City of Corpus Christi, Texas. This is the location of all academic, research and administrative functions of the university. As part of the scope of the master plan completed in 2013, a study was initiated that assisted the university in understanding its market, how it benchmarks against its peers and determined where the growth needs to occur to fulfill the strategic plan for the campus. The study found that A&M-Corpus Christi captures 40% to 45% (45% for Nueces) of the available student higher education population from the local market area. A&M-Corpus Christi could capture a higher percentage of its local market by making itself more attractive to the students who choose to go elsewhere.

Agenda Item No.  
Agenda Item Briefing

Knowing what institutions are enrolling students from the local market area gives insight on what A&M-Corpus Christi needs to provide in order to make it more attractive to those students who leave the area for another university. These campuses become primary targets to benchmark against for facilities both existing and future. A&M-Corpus Christi has grown from approximately 4,500 students in 1993 to approximately 10,500 students as of the fall 2012 census. This represents an average year-to-year growth rate of 4.62%.

This building directly supports the Science, Technology, Engineering, and Math (STEM) initiative and provides some of the research space necessary to continue to attract top researchers and solidify the university position as an “emerging research institution.” The building supports the two fastest growing colleges at the university (Life Sciences and Engineering) and allows for the expansion of engineering degree programs (electrical, civil, and mechanical). The new building specifically adds teaching lab space for biology and anatomy labs and extensive research labs space for Life Science disciplines. The existing space in the Center for Science that is being used for Life Science teaching will be re-purposed for engineering purposes.

**Scope:**

This project will construct a new three-story education facility with crawl space basement complete with six instructional labs, 34 research labs, faculty and staff offices, and general support spaces. The project will be constructed under the Construction Manager at Risk (CMAR) delivery method.

The three-story building sits on Island Boulevard in a gateway position to the interior of the campus. This signifies the importance to the university of the life sciences with research focused on marine biology and environmental ecology.

Construction on this project is scheduled to start in October 2016 with substantial completion scheduled for July 2018. The total project budget is \$60,000,000.

**Other Major Fiscal Impacts:**

None.

**THE TEXAS A&M UNIVERSITY SYSTEM**  
**FACILITIES PLANNING AND CONSTRUCTION**  
Office of the Executive Vice Chancellor and Chief Financial Officer  
July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Life Sciences Research and Engineering Building – Phase I Project, Texas A&M University-Corpus Christi, Corpus Christi, Texas (Project No. 15-3188)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$60,000,000 for the Life Sciences Research and Engineering Building – Phase I Project is approved.**

**The amount of \$60,000,000 is appropriated from Account No. 01-083536, Revenue Financing System Debt Proceeds (Tuition Revenue Bonds), for construction services and related project costs. The amount of \$3,700,000 is reverted to Account No. 15-834580, Life Sciences and Research Planning.**

**The Life Sciences Research and Engineering Building – Phase I Project, Texas A&M University-Corpus Christi, Corpus Christi, Texas, is approved for construction.**

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**

Agenda Item No.  
July 20, 2016

**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Flavius C. Killebrew, President  
Texas A&M University-Corpus Christi

**LIFE SCIENCES RESEARCH AND ENGINEERING  
BUILDING – PHASE I  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI  
PROJECT NO. 15-3188**

**PROJECT BUDGET**

1.	Amount Available for Construction Contract.....	\$47,659,000
2.	Owner's Contingency .....	2,098,450
3.	Architectural/Engineering Fees .....	4,300,000
4.	CMAR Pre-Construction Services .....	170,000
5.	FP&C Project Management and Inspection Fees .....	1,549,000
6.	Movable Furnishings .....	1,490,550
7.	Movable Equipment .....	300,000
8.	Audio Visual Equipment.....	350,000
9.	Environmental Systems Balancing .....	300,000
10.	Construction Testing .....	458,000
11.	Fire Detection and Alarm Testing.....	75,000
12.	Envelope Consultant .....	134,000
13.	Fiber Optic Interface .....	550,000
14.	Security System (Card Access included in AACC) .....	200,000
15.	Distributed Antenna System .....	100,000
16.	Exterior Graphics .....	5,000
17.	Interagency and Other Costs .....	131,000
18.	SSC Services .....	66,620
19.	Artwork Allowance .....	6,000
20.	Owner's Insurance Allowance .....	<u>57,380</u>
21.	TOTAL ESTIMATED COST OF PROJECT.....	<u>\$60,000,000</u>



1. Issue AE Request for Qualifications .....	September 9, 2015
2. RFQ Responses Due .....	October 7, 2015
3. Develop AE Shortlist .....	October 20, 2015
4. AE Interviews .....	November 5, 2015
5. Chancellor Approval of Ranked Order .....	November 20, 2015
6. Execute AE Agreement.....	December 18, 2015
7. Design Kickoff Meeting.....	February 5, 2016
8. Issue CMAR Request for Proposals .....	February 23, 2016
9. RFP Responses Due.....	March 16, 2016
10. Develop CMAR Shortlist .....	March 24, 2016
11. CMAR Interviews .....	April 1, 2016
12. Complete Schematic Design .....	April 15, 2016
13. Chancellor Approval of Ranked Order .....	April 22, 2016
14. Execute CMAR Agreement.....	May 13, 2016
15. GMP (75% DD) .....	July 28, 2016
16. Complete Design Development .....	July 29, 2016
17. Complete Bid Package 1.....	August 22, 2016
18. BOR Approval for Construction .....	September 1, 2016
19. Complete Bid Package #2 .....	October 3, 2016
20. Issue Notice to Proceed .....	October 14, 2016
21. Complete Construction Documents .....	January 20, 2017
22. Submit THECB Application for Review .....	May 2018
23. Construction Substantial Completion .....	July 2018
24. Owner Occupancy.....	October 2018

**TEXAS A&M UNIVERSITY - CORPUS CHRISTI**  
**REVENUE FINANCING SYSTEM**  
**15-3188 Life Sciences Research and Engineering Building - Phase I**  
**Tuition Revenue Bonds**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>
BONDS	60,000,000.00			
YEAR 1	58,135,000.00	1,865,000.00	2,850,000.00	4,715,000.00
YEAR 2	56,185,000.00	1,950,000.00	2,761,412.50	4,711,412.50
YEAR 3	54,140,000.00	2,045,000.00	2,668,787.50	4,713,787.50
YEAR 4	52,000,000.00	2,140,000.00	2,571,650.00	4,711,650.00
YEAR 5	49,755,000.00	2,245,000.00	2,470,000.00	4,715,000.00
YEAR 6	47,405,000.00	2,350,000.00	2,363,362.50	4,713,362.50
YEAR 7	44,945,000.00	2,460,000.00	2,251,737.50	4,711,737.50
YEAR 8	42,365,000.00	2,580,000.00	2,134,887.50	4,714,887.50
YEAR 9	39,665,000.00	2,700,000.00	2,012,337.50	4,712,337.50
YEAR 10	36,835,000.00	2,830,000.00	1,884,087.50	4,714,087.50
YEAR 11	33,870,000.00	2,965,000.00	1,749,662.50	4,714,662.50
YEAR 12	30,765,000.00	3,105,000.00	1,608,825.00	4,713,825.00
YEAR 13	27,515,000.00	3,250,000.00	1,461,337.50	4,711,337.50
YEAR 14	24,110,000.00	3,405,000.00	1,306,962.50	4,711,962.50
YEAR 15	20,545,000.00	3,565,000.00	1,145,225.00	4,710,225.00
YEAR 16	16,810,000.00	3,735,000.00	975,887.50	4,710,887.50
YEAR 17	12,895,000.00	3,915,000.00	798,475.00	4,713,475.00
YEAR 18	8,795,000.00	4,100,000.00	612,512.50	4,712,512.50
YEAR 19	4,500,000.00	4,295,000.00	417,762.50	4,712,762.50
YEAR 20	-	4,500,000.00	213,750.00	4,713,750.00
		<u>\$ 60,000,000.00</u>	<u>\$ 34,258,662.50</u>	<u>\$ 94,258,662.50</u>

Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 6/30/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



## Life Sciences Research and Engineering Building – Ph. I

Texas A&M University-Corpus Christi

Project No. 15-3188

**AGENDA ITEM BRIEFING**

**Submitted by:** Michael K. Young, President  
Texas A&M University

**Subject:** Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Rudder Hall HVAC Project, Texas A&M University, College Station, Texas (Project No. 2015-05024)

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$6,830,500 for pre-construction and construction services and related project costs.
- (3) Approve construction of the Rudder Hall HVAC Project at Texas A&M University.

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	<u>\$6,830,500</u>	\$489,600	Housing Revenue
Total Project Funds	<u>\$6,830,500</u>		

**Project Justification:**

Originally constructed in 1989, Rudder Hall is a four-story concrete structure consisting of 128 modular rooms/spaces (the majority being dorm rooms). Total square footage is approximately 70,000 gsf.

Each room is conditioned by an individual Fan Coil Unit (FCU) served by a four-pipe Chilled Hot Water/Hot Water (CHW/HW) piping distribution system. Each room has a thermostat and fan speed control switch (Hi/Med/Lo). Corridors are conditioned by two Outside Air (OA) units located in mechanical rooms adjacent to the stairwells on both ends of the first floor. OA intake louvers are located in areaway near grade and ducted in crawl space to the OA units. OA is delivered to the corridor and introduced to each room via door undercut using toilet exhaust to draw. Each stairwell has wall-mounted FCUs located on the 2nd and 3rd floor landings.

The HVAC system has reached the end of its useful life and is in need of replacement.

**Scope:**

This project will replace all FCUs with new four-pipe FCUs with HW coils in the re-heat position. Each room will have a thermostat and humidistat to implement a humidity control strategy at the room level. Conditioned OA will be provided via new roof-mounted air handler (RTU) with integral Energy Recovery Units (ERUs). Existing exhaust fans will be removed and new exhaust ductwork will be manifolded on the roof and routed to each of the ERUs to capture energy currently being exhausted. New OA and exhaust duct risers will be installed to introduce conditioned fresh air into each room.

Existing electrical switchgear is in good condition and is suitably sized to accommodate the HVAC renovation.

General construction shall consist of the removal and replacement of existing ceilings to facilitate mechanical work. No significant mechanical work is planned for the corridor. The ceiling and lights are not in need of replacement on this project. A bid alternate for one new roof hatch for safer roof access as well as an alternate for two new floor hatches to be located in each stairwell will be issued to provide access for replacement of and repair of crawl space exhaust fans.

The current schedule calls for substantial completion of the Rudder Hall HVAC Project in July 2017. The total project budget is \$6,830,500.

**Other Major Fiscal Impacts:**

None.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Rudder Hall HVAC Project, Texas A&M University, College Station, Texas (Project No. 2015-05024)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$6,830,500 for the Rudder Hall HVAC Project is approved.**

**The amount of \$6,830,500 is appropriated from Account No. 01-083536, Revenue Financing System Debt Proceeds (Housing Revenue) for pre-construction and construction services and related project costs.**

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

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**

Agenda Item No.  
July 20, 2016

**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

Michael K. Young, President  
Texas A&M University

**Approval Recommended:**

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John Sharp  
Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

ATTACHMENT TO ITEM

<b>RUDDER HALL HVAC PROJECT</b>	<b>PROJECT BUDGET</b>
<b>TEXAS A&amp;M UNIVERSITY</b>	
<b>PROJECT NO. 2015-05024</b>	

1.	Construction Cost (Complete CSI Breakout Tab) .....	\$5,700,000
2.	Construction Contingency @ 10% .....	\$570,000
3.	Architectural/Engineering (A/E) Fees .....	\$360,000
4.	SSC Support (Keying/Fire Alarms/Utilities Support/Etc.) .....	\$17,500
5.	SSC Project Management Fees .....	<u>183,000</u>
6.	TOTAL ESTIMATED COST OF PROJECT.....	<u>\$6,830,500</u>



**RUDDER HALL HVAC PROJECT**  
**TEXAS A&M UNIVERSITY**  
**PROJECT NO. 2015-05024**

**PROJECT SCHEDULE**

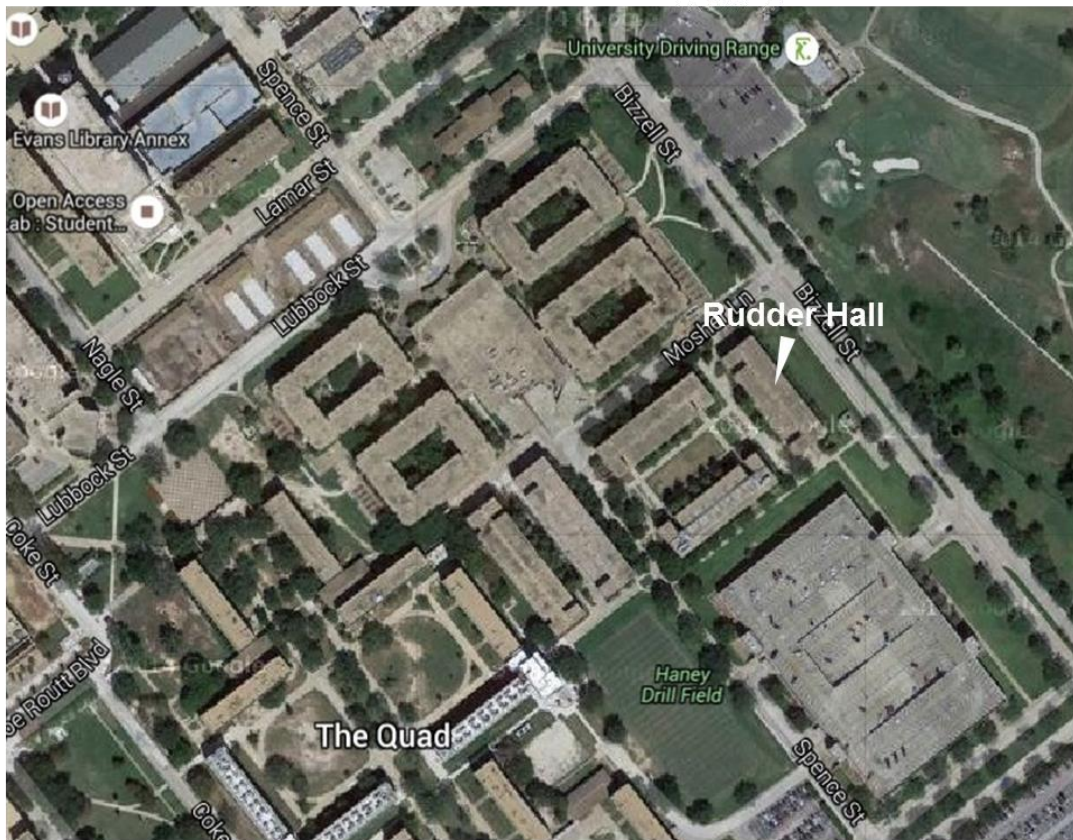
1. Design Start .....January 28, 2016
2. 95% Design Review .....June 6, 2016
3. Solicitation of Bids ..... July 2016
4. Bid Opening .....August 2016
5. Board of Regents Approval for Construction.....September 1, 2016
6. Contract Award/Notice to Proceed .....September 2016
7. Begin HVAC Replacement .....September 2016
8. THECB Notification Due ..... July 2017
9. HVAC Replacement Project Completion ..... July 30, 2017

**TEXAS A&M UNIVERSITY  
REVENUE FINANCING SYSTEM  
Rudder Hall HVAC  
Housing Revenue**

<b>Dates</b>	<b>Outstanding Principal</b>	<b>Principal Amount</b>	<b>Interest Amount</b>	<b>Annual Total</b>	<b>Coverage 1.15x</b>
BONDS	6,900,000.00				
YEAR 1	6,755,000.00	145,000.00	345,000.00	490,000.00	563,500.00
YEAR 2	6,605,000.00	150,000.00	337,750.00	487,750.00	560,912.50
YEAR 3	6,445,000.00	160,000.00	330,250.00	490,250.00	563,787.50
YEAR 4	6,280,000.00	165,000.00	322,250.00	487,250.00	560,337.50
YEAR 5	6,105,000.00	175,000.00	314,000.00	489,000.00	562,350.00
YEAR 6	5,920,000.00	185,000.00	305,250.00	490,250.00	563,787.50
YEAR 7	5,725,000.00	195,000.00	296,000.00	491,000.00	564,650.00
YEAR 8	5,520,000.00	205,000.00	286,250.00	491,250.00	564,937.50
YEAR 9	5,305,000.00	215,000.00	276,000.00	491,000.00	564,650.00
YEAR 10	5,080,000.00	225,000.00	265,250.00	490,250.00	563,787.50
YEAR 11	4,845,000.00	235,000.00	254,000.00	489,000.00	562,350.00
YEAR 12	4,600,000.00	245,000.00	242,250.00	487,250.00	560,337.50
YEAR 13	4,340,000.00	260,000.00	230,000.00	490,000.00	563,500.00
YEAR 14	4,065,000.00	275,000.00	217,000.00	492,000.00	565,800.00
YEAR 15	3,780,000.00	285,000.00	203,250.00	488,250.00	561,487.50
YEAR 16	3,480,000.00	300,000.00	189,000.00	489,000.00	562,350.00
YEAR 17	3,165,000.00	315,000.00	174,000.00	489,000.00	562,350.00
YEAR 18	2,835,000.00	330,000.00	158,250.00	488,250.00	561,487.50
YEAR 19	2,485,000.00	350,000.00	141,750.00	491,750.00	565,512.50
YEAR 20	2,120,000.00	365,000.00	124,250.00	489,250.00	562,637.50
YEAR 21	1,735,000.00	385,000.00	106,000.00	491,000.00	564,650.00
YEAR 22	1,335,000.00	400,000.00	86,750.00	486,750.00	559,762.50
YEAR 23	910,000.00	425,000.00	66,750.00	491,750.00	565,512.50
YEAR 24	465,000.00	445,000.00	45,500.00	490,500.00	564,075.00
YEAR 25	-	465,000.00	23,250.00	488,250.00	561,487.50
		<u>\$ 6,900,000.00</u>	<u>\$ 5,340,000.00</u>	<u>\$ 12,240,000.00</u>	<u>\$ 14,076,000.00</u>

Estimated issuance costs and rounding of \$69,500 are included in this schedule.  
Long-term rates are assumed to be 5.00%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 7/1/16

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**



## Rudder Hall HVAC Project

Texas A&M University

Project No. 2015-05024

**AGENDA ITEM BRIEFING**

**Submitted by:** Michael K. Young, President  
Texas A&M University

**Subject:** Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Re-Imagine the Libraries, Phase 3 Project at Texas A&M University, College Station, Texas (Project No. 2014-04428)

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$6,600,000 for pre-construction and construction services and related project costs. \$700,000 has been previously appropriated to this project.
- (3) Approve construction of the Re-Imagine the Libraries, Phase 3 Project at Texas A&M University (Texas A&M).

**Funding/Planning Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Local Funds – Cash	<u>\$7,300,000</u>	N/A	N/A
Total Project Funds	<u>\$7,300,000</u>		

**Project Justification:**

The Evans Library and Library Annex complex are a fundamental resource for students and faculty at Texas A&M. These library facilities support academic and research success through a variety of services and resources. The libraries also serve as a centralized gathering space in this region of campus as part of the overall campus life experience. They host a signature event during Gig ‘Em Week activities as well as serving as a site for other campus activities, such as housing the University Writing Center and a successful flu vaccine site for the Beutel Health Center program.

With approximately 80,000 people coming into the buildings each week, it is an ongoing challenge to keep the spaces updated to provide the level of services consistent with the expectations of an institution of Texas A&M’s caliber. In addition to carrying out smaller facility updates on a regular basis, several years ago the University Libraries began a strategic, long-term approach to space planning titled “Re-Imagining the Libraries.” In 2010, the University Libraries completed the first two phases that primarily addressed the creation of an information commons on the first floor of Evans Library. That remodel proved to be extremely

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successful and similar changes have been implemented on a smaller scale at the West Campus Library and the Medical Sciences Library.

The University Libraries have recently completed the design process for Phase 3 of Re-Imagining the Libraries, our most ambitious project to date. It is driven by our strategic initiatives and feedback from library users. It is the first significant update associated with the Library Annex since it was built in the late 1990s. Approval to proceed with the construction will allow continued enhancement of the spaces and services and assist in meeting the vision of the University Libraries being “the indispensable hub of discovery, learning, and creativity at Texas A&M.”

**Scope:**

This Phase 3 of “Re-Imagining the Libraries” initiative is a complex multi-floor, multi-phase effort involving space in both the Evans Library and Library Annex Buildings and incorporating the following elements:

- Expand the University Writing Center to keep up with the increasing load of student tutoring services
- Move to a single service point model for the Annex by merging two separate desk services and relocating staff for more efficient service and make parallel enhancements to the single service point in the Evans Library
- Provide significant technological upgrades in our multi-media student learning spaces to meet increasing demands for development and editing space
- Create a state of the art, multi-format preservation facility to support our collections for future generations
- Update our library instruction and student learning/consultation spaces to keep up with changes in learning styles and constant demands for electrical power
- Enhance access to and visibility of our Map and GIS collection and services

This ambitious project will include significant space reconfiguration and redefinition in the following locations (square footage is approximate):

- 8,000 sq ft on the Library Annex 1<sup>st</sup> floor
- 14,500 sq ft on the Library Annex 4<sup>th</sup> floor
- 35,500 sq ft on the Evans Library 2<sup>nd</sup> floor
- 1,200 sq ft on the Evans Library 1<sup>st</sup> floor

**Other Major Fiscal Impacts:**

None.

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**TEXAS A&M UNIVERSITY**

Office of the President

July 20, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Re-Imagine the Libraries, Phase 3 Project at Texas A&M University, College Station, Texas (Project No. 2014-04428)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$7,300,000 for the Re-Imagine the Libraries, Phase 3 Project is approved.**

**The amount of \$6,600,000 is appropriated from Account No. 02-242406-16000 for pre-construction and construction services and related project costs.**

**The Re-Imagine the Libraries, Phase 3 Project, Texas A&M University, College Station, Texas, is approved for construction.”**

Respectfully submitted,

Michael K. Young, President  
Texas A&M University

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**RE-IMAGINE THE LIBRARIES, PHASE 3**  
**TEXAS A&M UNIVERSITY**  
**PROJECT NO. 2014-04428**

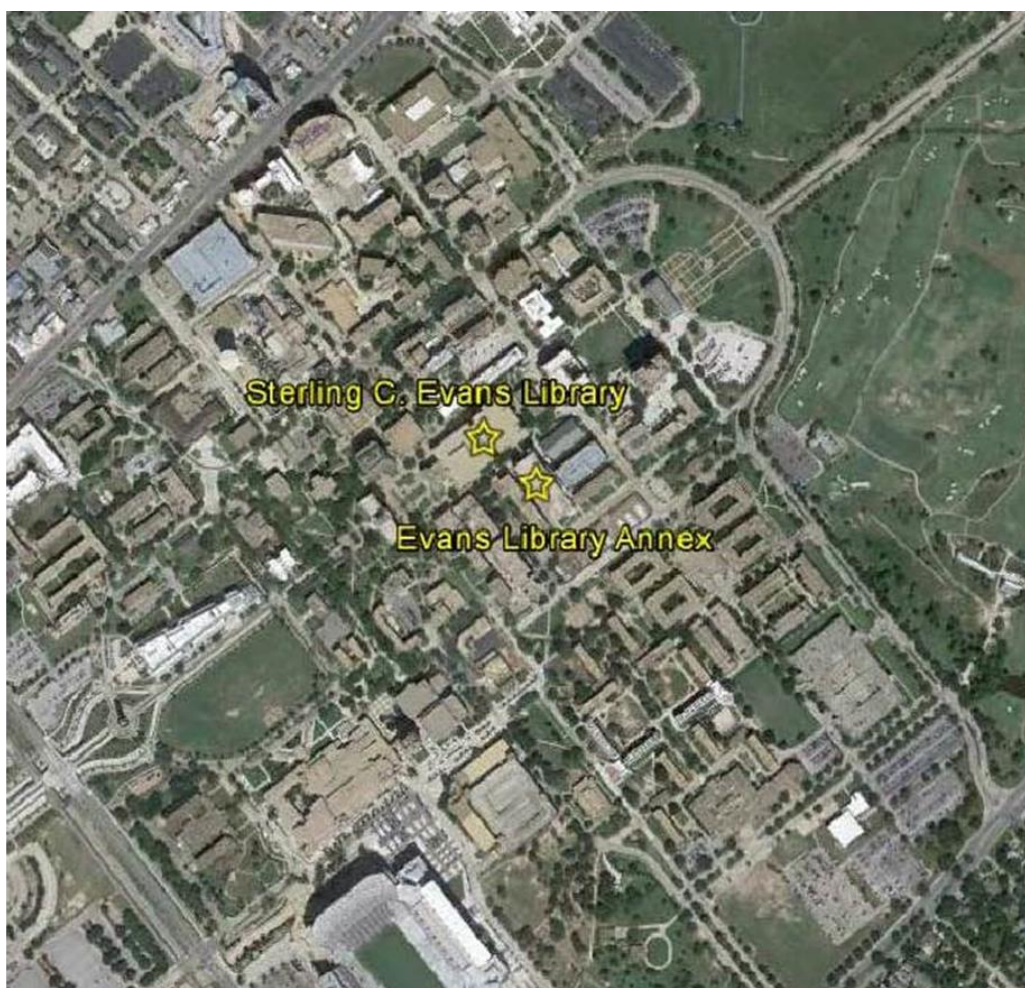
**PROJECT BUDGET**

1. Amount Available for Construction Contract .....	\$5,000,000
2. A/E Fees .....	729,500
3. SSC Project Management Fees .....	213,000
4. Contingency.....	332,500
5. Fiber Optics Interface .....	NA
6. Hazardous Material Survey & Monitoring.....	1,500
7. Energy Management System.....	NA*
8. Environmental Systems Balancing.....	5,000
9. Construction Testing .....	5,000
10. Physical Plant Services.....	13,500
11. Furniture and Equipment.....	<u>1,000,000</u>
12. TOTAL ESTIMATED COST OF PROJECT .....	<u>\$7,300,000</u>

\* Included in Construction Total

1. Schematic Design (SD) .....August 15, 2015
2. 100% Design Development (DD)..... October 15, 2015
3. 75% Construction Documents (CD) .....February 28, 2016
4. 100% Construction Documents (CD) ..... April 1, 2016
5. Board of Regents Approval for Construction ..... September 1, 2016
6. 100% Construction Documents Released .....September 1, 2016
7. Start Construction ..... October 1, 2016
8. Final Inspections ..... October 15, 2017
9. Substantial Completion .....December 15, 2017





## **Re-Imagine The Libraries Phase 3, Evans & Annex**

**Texas A&M University**

**Project No. 2014-04428**

**AGENDA ITEM BRIEFING**

**Submitted by:** James R. Hallmark, Ph.D., Interim President  
West Texas A&M University

**Subject:** Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Engineering Renovation Phase II Project, West Texas A&M University, Canyon, Texas (Project No. WT-1943)

**Proposed Board Action:**

- (1) Approve the project scope and budget.
- (2) Appropriate \$6,000,000 for pre-construction and construction services and related project costs.
- (3) Approve construction of the Engineering Renovation Phase II Project at West Texas A&M University.

**Funding/Budget Amount:**

<u>Funding Source</u>	<u>Budget Amount</u>	<u>Average Estimated Annual Debt Service</u>	<u>Debt Service Source</u>
Revenue Financing System Debt Proceeds	<u>\$6,000,000</u>	\$476,126	HEF
Total Project Funds	<u>\$6,000,000</u>		

**Project Justification:**

In 2010 the university invested in the renovation of the first floor of the Engineering Building to house the Engineering, Engineering Technology and Computer Science program. That renovation included the major electrical, mechanical and plumbing services for that floor with expansion available for the renovation of the second floor. The renovation of the second floor of this building will provide additional faculty offices, design studios and classrooms, and compliance with the Americans with Disabilities Act (ADA) and Texas Accessibility Standards (TAS) criteria for second-floor access for approximately 700 students and 35 faculty.

The current existing facility is composed of two general purpose classrooms; two classrooms that function both as general purpose classrooms and specialty thermal, structures and environmental labs; a computer lab that is shared both as a teaching lab and an open access project lab; one lab that houses materials testing; one machine/research equipment shop; and the dean's office suite and seven faculty offices. Faculty for the current program is housed in two additional buildings, and core classes for engineering are being taught in multiple classroom buildings.

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The renovation of the second floor will provide an additional 24 faculty offices, an office suite to house the associate dean and three department heads, four general purpose classrooms, and four design studios. It will also revise the configuration of the first floor combination classroom labs to serve as lab spaces. Construction will also include the addition of an elevator and third stairway for access to the second floor.

**Scope:**

This project will convert the current semi-demolished “shelled” second floor of the Engineering Computer Science building into classrooms, design studios, and faculty and department head offices. Spaces that will also be renovated on the first floor of the building will develop separate labs for Electronics and Thermal Systems, a separate computer lab to accommodate independent access and classroom usage, and one additional general use classroom. To accommodate second-floor access, an addition is to be made to the north end of the current facility for an elevator, lounge and foyer, an additional stair, and a north entry vestibule to the building.

General construction shall include, but not be limited to, the completion of the demolition of the existing second-floor walls, construction of an approximate 1,250 sq ft addition to the first and second floors, and complete finish-out of all spaces including mechanical, electrical and plumbing systems. The historical character of the building is to be preserved through the renovation and addition as was done on the first floor renovation. This building is not on an historical register, but is one of the four structures on campus with historical significance.

The current schedule calls for substantial completion of the Engineering Renovation Phase II Project in July 2017. Total project budget is \$6,000,000.

**Other Major Fiscal Impacts:**

None.

Agenda Item No.

**WEST TEXAS A&M UNIVERSITY**

Office of the President

July 18, 2016

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

Subject: Approval of the Project Scope and Budget, Appropriation for Pre-Construction and Construction Services, and Approval for Construction for the Engineering Renovation Phase II Project, West Texas A&M University, Canyon, Texas (Project No. WT-1943)

I recommend adoption of the following minute order:

**“The project scope along with a project budget of \$6,000,000 for the Engineering Renovation Phase II Project is approved.**

**The amount of \$6,000,000 is appropriated from Account No. 01-083536, Revenue Financing System Debt Proceeds, (HEF), for pre-construction and construction services and related project costs.**

**The Engineering Renovation Phase II Project, West Texas A&M University, Canyon, Texas, is approved for construction.**

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

**As required by Section 5(a) of the Master Resolution of the Revenue Financing System, the Board hereby determines that it will have sufficient funds to meet the financial obligations of The Texas A&M University System, including sufficient Pledged Revenues to satisfy the Annual Debt Service Requirements of the Revenue Financing System and to meet all financial obligations of the Board relating to the Revenue Financing System and that**

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July 18, 2016

**the Participants, on whose behalf the debt is issued, possess the financial capacity to satisfy their Direct Obligations.”**

Respectfully submitted,

James R. Hallmark, Ph.D., Interim President  
West Texas A&M University

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**ENGINEERING RENOVATION PHASE II**  
**WEST TEXAS A&M UNIVERSITY**  
**PROJECT NO. WT-1943**

**PROJECT BUDGET**

1.	Construction.....	\$4,200,000
2.	Construction Contingency @ 13.25% .....	556,500
3.	Architectural/Engineering (A/E) Fees .....	344,000
4.	A/E Additional Fees.....	32,500
5.	Testing.....	17,000
6.	Movable Furniture, Fixtures & Equipment.....	411,000
7.	Technology .....	290,000
8.	Artwork/Graphics .....	2,000
9.	SSC Support (Waxing floors, etc.) .....	5,000
10.	SSC Project Management Fees .....	142,000
11.	TOTAL ESTIMATED COST OF PROJECT.....	<u>\$6,000,000</u>

1. Design Start .....February 2, 2016
2. GMP based on 50% CD Documents ..... July 12, 2016
3. 95% Design Review .....August 15, 2016
4. Board of Regents Approval for Construction .....September 1, 2016
5. Contract Award/Notice to Proceed .....September 29, 2016
6. Substantial Completion (Second Floor and North Addition)..... July 1, 2017
7. Owner Occupancy (Second Floor and North Addition) .....August 1, 2017
8. Substantial Completion (First Floor Revisions) .....January 15, 2018
9. Owner Occupancy (First Floor Revisions) .....January 20, 2018

WEST TEXAS A&M UNIVERSITY  
REVENUE FINANCING SYSTEM  
Engineering Renovation Phase II  
Higher Education Fund

Dates	Outstanding Principal	Principal Amount	Interest Amount	Annual Total	Coverage 1.15x
BONDS	6,060,000.00				
YEAR 1	5,870,000.00	190,000.00	287,850.00	477,850.00	549,527.50
YEAR 2	5,675,000.00	195,000.00	278,825.00	473,825.00	544,898.75
YEAR 3	5,470,000.00	205,000.00	269,562.50	474,562.50	545,746.88
YEAR 4	5,255,000.00	215,000.00	259,825.00	474,825.00	546,048.75
YEAR 5	5,030,000.00	225,000.00	249,612.50	474,612.50	545,804.38
YEAR 6	4,795,000.00	235,000.00	238,925.00	473,925.00	545,013.75
YEAR 7	4,545,000.00	250,000.00	227,762.50	477,762.50	549,426.88
YEAR 8	4,285,000.00	260,000.00	215,887.50	475,887.50	547,270.63
YEAR 9	4,010,000.00	275,000.00	203,537.50	478,537.50	550,318.13
YEAR 10	3,725,000.00	285,000.00	190,475.00	475,475.00	546,796.25
YEAR 11	3,425,000.00	300,000.00	176,937.50	476,937.50	548,478.13
YEAR 12	3,110,000.00	315,000.00	162,687.50	477,687.50	549,340.63
YEAR 13	2,780,000.00	330,000.00	147,725.00	477,725.00	549,383.75
YEAR 14	2,435,000.00	345,000.00	132,050.00	477,050.00	548,607.50
YEAR 15	2,075,000.00	360,000.00	115,662.50	475,662.50	547,011.88
YEAR 16	1,700,000.00	375,000.00	98,562.50	473,562.50	544,596.88
YEAR 17	1,305,000.00	395,000.00	80,750.00	475,750.00	547,112.50
YEAR 18	890,000.00	415,000.00	61,987.50	476,987.50	548,535.63
YEAR 19	455,000.00	435,000.00	42,275.00	477,275.00	548,866.25
YEAR 20	-	455,000.00	21,612.50	476,612.50	548,104.38
		<u>\$ 6,060,000.00</u>	<u>\$ 3,462,512.50</u>	<u>\$ 9,522,512.50</u>	<u>\$ 10,950,889.43</u>

Estimated issuance costs and rounding of \$60,000 are included in this schedule.  
Long-term rates are assumed to be 4.75%. Rates are subject to market change.  
Prepared by the Office of the Treasurer - Treasury Services 7/15/16

**Should HEF not be available after 10 years, the institution will need to provide another source of funding for debt service.**

**Rates are subject to market change. Amounts are preliminary estimates that will be revised at the time bonds are issued.**





Engineering Renovation Phase II Project, West Texas A&M University, Canyon, Texas

## Construction Project Status Report

*Effective 08/15/2016*

<b>Projects in Programming / Planning:</b>	11 Projects	\$	303,815,675
<b>Projects in Design:</b>	27 Projects	\$	1,321,685,100
<b>Projects in Bidding:</b>	2 Projects	\$	22,500,000
<b>Projects in Construction:</b>	14 Projects	\$	885,268,477
<b>Combined Total:</b>	54 Projects	\$	2,533,269,252

## PROJECTS TO BE AUTHORIZED BY THE BOARD OF REGENTS

### Projects in Programming / Planning:

#### Bryan, TX

28-3231	Cyber-Physical Research and Development Center	\$	10,000,000
28-3229	Mary K O'Connor Process Safety Center	\$	12,000,000
28-3230	Rowlett Industrial Distribution Center	\$	13,000,000
28-3232	TEES Headquarters Building	\$	9,000,000
12-3224	TTI State Headquarters	\$	75,000,000

#### Canyon, TX

18-3226	Football & Soccer-Track Stadiums	\$	32,500,000
18-3227	Renovate Jarrett Hall Phase II	\$	14,333,000

#### College Station, TX

02-3236	21st Century Classroom Building	\$	70,000,000
02-3220	Storm Water System Improvements	\$	11,429,600
02-3235	Student Services Building	\$	40,000,000

#### Kingsville, TX

17-3225	Administrative Services	\$	16,553,075
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<b>Total of Projects in Programming / Planning</b>		<b>\$</b>	<b>303,815,675</b>
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### Projects in Design:

#### Bryan, TX

28-3196	Center for Infrastructure Renewal	\$	73,000,000
23-3203	Medical Research & Education Building 2	\$	103,800,000
01-3228	RELLIS Campus Infrastructure	\$	49,200,000

#### Canyon, TX

18-3199	Agricultural Sciences Complex	\$	48,760,000
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**College Station, TX**

02-3183	Aggie Softball Stadium	\$	28,640,000
02-3184	Aggie Track & Field Stadium	\$	39,800,000
02-3208	Agriculture Building #5	\$	45,000,000
02-3205	Biocontainment Research Facility (BRF)	\$	85,000,000
02-3213	HVAC Replacement Mosher Hall	\$	15,028,100
02-3211	Music Activities Center	\$	42,500,000
02-3216	Penberthy Rec Fields Relocation	\$	9,967,000

**Commerce, TX**

21-3186	Nursing & Health Sciences Building	\$	54,000,000
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**Corpus Christi, TX**

15-3188	Life Sciences Research & Engineering Complex-Ph I	\$	60,000,000
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**Dallas, TX**

06-3192	Dallas AgriLife Center	\$	34,000,000
23-3202	Dentistry Clinical Education Facility	\$	127,500,000

**Ft. Worth, TX**

04-3191	Southwest Metroplex Building	\$	39,600,000
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**Galveston, TX**

10-3197	Academic Building Complex Phase II & Infrastructure	\$	57,400,000
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**Killeen, TX**

24-3194	Multipurpose Building 3	\$	36,000,000
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**Kingsville, TX**

17-3207	Education Complex	\$	60,000,000
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**Laredo, TX**

16-3206	Addition of Instructional & Support Space	\$	62,100,000
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**McAllen, TX**

02-3212	McAllen Multipurpose Academic Facility	\$	40,000,000
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**Prairie View, TX**

05-3204	Capital Improvements	\$	20,232,000
05-3198	Fabrication Center	\$	17,158,000

**San Antonio, TX**

25-3158	Science and Technology Building	\$	63,000,000
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**Stephenville, TX**

04-3195	Applied Science Building	\$	54,000,000
04-3176	Memorial Stadium Renovation and Expansion	\$	24,000,000

**Texarkana, TX**

22-3200	Academic & Student Services Building	\$	32,000,000
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<b>Total of Projects in Design</b>		<b>\$</b>	<b>1,321,685,100</b>
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**Projects in Bidding:****College Station, TX**

02-3193	Joint Library Facility Module 2	\$	5,500,000
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02-3177	West Campus Support Building	\$	17,000,000
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<b>Total of Projects in Bidding</b>		<b>\$</b>	<b>22,500,000</b>
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**Projects in Construction:****College Station, TX**

<b>06-3175</b>	<b>Agriculture and Life Sciences Building No 4</b>	<b>\$</b>	<b>32,500,000</b>
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Skanska USA Building, Inc.	
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Status:	On Schedule	Substantial Completion Date:	02/20/2017
		Construction Work Completed:	45%

<b>02-3164</b>	<b>Chemistry Bldg 72 Wing 1st &amp; 2nd Floor Renovation</b>	<b>\$</b>	<b>12,894,125</b>
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SpawGlass Construction, Inc.	
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Status:	Just Starting	Substantial Completion Date:	07/27/2017
		Construction Work Completed:	1%

<b>02-3156</b>	<b>Commons Building Renovations and Additions</b>	<b>\$</b>	<b>49,850,000</b>
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Acklam Construction Co., LTD	
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Status:	On Schedule	Substantial Completion Date:	07/01/2017
		Construction Work Completed:	88%

<b>02-3162</b>	<b>Completion of Corps Dorm Renovation</b>	<b>\$</b>	<b>149,000,000</b>
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SpawGlass Construction, Inc.	
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Status:	On Schedule	Substantial Completion Date:	06/30/2017
		Construction Work Completed:	65%

<b>02-3125</b>	<b>CVM &amp; Biomedical Sciences New Education Bldg &amp; Small Animal Clinic</b>	<b>\$</b>	<b>123,456,729</b>
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Skanska USA Building, Inc.	
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Status:	On Schedule	Substantial Completion Date:	08/15/2016
		Construction Work Completed:	98%

<b>02-3155</b>	<b>Engineering Education Complex</b>	<b>\$</b>	<b>225,669,000</b>
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J. T. Vaughn Construction, LLC	
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Status:	On Schedule	Substantial Completion Date:	10/31/2017
		Construction Work Completed:	40%

<b>02-3170</b>	<b>Human Clinical Research Center</b>	<b>\$</b>	<b>13,900,000</b>
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Skanska USA Building, Inc.	
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Status:	On Schedule	Substantial Completion Date:	12/16/2016
		Construction Work Completed:	47%

<b>02-3210</b>	<b>Renovate the Commissary Building</b>	<b>\$</b>	<b>33,155,000</b>
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Evolve Infrastructure Solutions	
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Status:	Just Starting	Substantial Completion Date:	04/07/2017
		Construction Work Completed:	0%

<b>02-3143</b>	<b>Student Recreation Center Addition</b>	\$	54,991,440
Satterfield and Pontikes Construction, Inc.			
Status:	Behind Schedule	Substantial Completion Date:	01/08/2016
		Construction Work Completed:	90%

<b>20-3160</b>	<b>Texas A&amp;M Veterinary Medical Diagnostic Laboratory</b>	\$	53,600,000
J. T. Vaughn Construction, LLC			
Status:	On Schedule	Substantial Completion Date:	11/09/2016
		Construction Work Completed:	86%

#### Galveston, TX

<b>10-3180</b>	<b>Academic Building Complex</b>	\$	46,600,000
Linbeck			
Status:	On Schedule	Substantial Completion Date:	07/20/2017
		Construction Work Completed:	34%

#### Prairie View, TX

<b>05-3157</b>	<b>Football Stadium &amp; Athletic Field House</b>	\$	62,043,206
Skanska USA Building, Inc.			
Status:	On Schedule	Substantial Completion Date:	08/19/2016
		Construction Work Completed:	97%

#### Stephenville, TX

<b>04-3187</b>	<b>Utility and Infrastructure Improvements</b>	\$	25,750,000
Imperial Construction, Inc.			
Status:		Substantial Completion Date:	08/03/2017
		Construction Work Completed:	2%

#### Texarkana, TX

<b>22-2997</b>	<b>Multipurpose Library Building &amp; Central Plant-Phase II</b>	\$	1,858,977
Alessi Keyes Construction			
Status:	Just Starting	Substantial Completion Date:	03/06/2017
		Construction Work Completed:	0%

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<b>Total of Projects in Construction</b>	<b>\$</b>	<b>885,268,477</b>
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### Private Development:

#### College Station, TX

02-3209	Cain Hall Site Redevelopment	\$	174,517,300
02-3165	Century Square	\$	200,000,000
02-3189	Park West Development	\$	200,000,000
02-3163	TAMU-West Campus Housing	\$	111,000,000

#### Commerce, TX

21-3218	TAMU Commerce Freshman Housing	\$	30,000,000
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#### Corpus Christi, TX

15-3215	Momentum Village Phase II	\$	24,441,000
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#### Galveston, TX

10-3172	Operation Seawolf	\$	26,976,000
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**Prairie View, TX**

05-3214	PVAMU Phase 8 Student Housing	\$	20,723,000
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**San Antonio, TX**

25-3219	TAMU-San Antonio Housing	\$	13,646,600
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**Stephenville, TX**

04-3190	Tarleton 2016 Residence Hall	\$	54,000,000
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**Texarkana, TX**

22-3217	Student Recreation Center at TAMU-T	\$	9,700,000
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<b>Total of Private Development Projects</b>		<b>\$</b>	<b>865,003,900</b>
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## **AGENDA ITEM BRIEFING**

**Submitted by:** Michael K. Young, President  
Texas A&M University

**Subject:** Approval for Dr. Raimund J. Ober, a System Employee, to Serve as an Officer, Member of the Board of Directors and Employee of Astero Technologies LLC, an Entity that Proposes to License Technology from The Texas A&M University System

### **Proposed Board Action:**

Approve for Dr. Raimund J. Ober, Professor of Biomedical Engineering and Molecular and Cellular Medicine at Texas A&M University (Texas A&M), to serve in his individual capacity as an officer, member of the board of directors and employee of Astero Technologies LLC, an entity that desires to enter into a license agreement with The Texas A&M University System (A&M System) for technology partially developed by Dr. Ober.

### **Background Information:**

Astero Technologies LLC, owned by Dr. Ober, is a newly created company that addresses the growing interest in microscopy technology in the life sciences and biopharma and biotechnology. New approaches in microscopy are revolutionizing the capabilities of classical microscopy techniques. At the same time, diverse application areas such as molecular medicine, nanotechnology, molecular diagnostics, pathology, drug discovery and drug delivery demand ever more powerful imaging methodologies.

Common to most of the modern microscopy techniques is the dependence on very advanced image processing methods combined with sophisticated software solutions. The necessity of such advanced tools is primarily due to the big data aspects of the problem, meaning the immense and highly complex imaging data that is usually acquired. Astero Technologies LLC seeks to provide services, new instrumentation and software for various customer groups. The research group managed by Dr. Ober at Texas A&M has developed significant new approaches for single molecule microscopy, a technique by which individual molecules can be studied as they interact with living cells. An example would be the interactions of an anti-cancer biotherapeutic molecule, such as an antibody, with a cancer biomarker on a cancer cell. These new approaches provide unprecedented insight into the mechanisms of the biotherapeutics, and have proven important in the development and validation of new approaches for drug design. Due to the complexity of the acquired data, data analysis techniques and software tools are as critical as the availability of suitable instrumentation. In fact, any advantage of these new approaches over classical ones depends crucially on the appropriate analysis of the data. The availability of analysis methods that allows for the optimum extraction of information from the acquired experimental data is therefore a crucial aspect of these approaches.

Related to the above described research, Astero Technologies LLC has started to pursue discussions regarding a potential license agreement with the A&M System related to a software

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platform that was developed by Dr. Ober and is dedicated to the analysis of microscopy, in particular single molecule microscopy data. This software platform uses data analysis approaches based on algorithms that were specifically designed for the special circumstances of single molecule data which is characterized through its very low photon count and high noise environment.

Dr. Ober is recognized internationally for his research related to microscopy methodologies, in particular, approaches to improve the imaging capabilities of microscopes beyond the classical resolution limits. A specific emphasis has been his work on single molecule microscopy. His research group's work is based on the development of new instruments in addition to sophisticated image analysis tools with supporting software platforms. He has applied his approaches to biomedical research questions that are of significance in biotherapeutic drug development, including cancer therapeutics.

Pursuant to Texas Education Code §51.912, Section 4.6 of System Policy [17.01, Intellectual Property Management and Commercialization](#), and Section 1.2 of System Regulation [31.05.04, Outside Activities – Business Entities Having an Agreement with the System](#), Board of Regents approval is required for Dr. Ober to serve as an officer, member of the board of directors and employee of Astero Technologies LLC. Any potential conflicts of interest will be evaluated under System Regulation [15.01.03, Financial Conflicts of Interest in Sponsored Research](#). An approved conflict of interest plan with Texas A&M will be in place no later than the date of the signing of the license agreement.

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

None.



Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

July 20, 2016

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

Subject: Approval for Dr. Raimund J. Ober, a System Employee, to Serve as an Officer, Member of the Board of Directors and Employee of Astero Technologies LLC, an Entity that Proposes to License Technology from The Texas A&M University System

I recommend adoption of the following minute order:

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

Respectfully submitted,

Michael K. Young  
President

**Approval Recommended:**

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John Sharp  
Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Michael K. Young, President  
Texas A&M University

**Subject:** Approval for Dr. Xiaomin Yang, a System Employee, to Serve in His Official Capacity as a Member of the Board of Directors of StarRotor Corporation, a Business Entity Formed for the Purpose of Development and Commercialization of Technology Owned by The Texas A&M University System

### **Proposed Board Action:**

Approve for Dr. Xiaomin Yang, Senior Licensing Manager in the Licensing and Intellectual Property division of Texas A&M Technology Commercialization (TTC), to serve in his official capacity on behalf of The Texas A&M University System (A&M System) as a member of the board of directors of StarRotor Corporation (StarRotor), an entity formed for the purpose of development and commercialization of technology owned by the A&M System.

### **Background Information:**

StarRotor is a startup company founded to commercialize technology owned by the A&M System. It was incorporated in March 2001 by Dr. Mark Holtzapple and Dr. Andrew Rabroker, the original co-inventors of StarRotor technologies. Their novel idea was to use gerotors to process gases. From this idea the StarRotor compressors, air conditioners, expanders, and engines are becoming a reality. The A&M System currently holds 1,632,817 shares of StarRotor stock.

Mr. Brett Cornwell, executive director for commercialization, has served as the A&M System-appointed director on the board of StarRotor since 2013. It is the desire of TTC to replace Mr. Cornwell on the board of StarRotor with Dr. Xiaomin Yang. Dr. Yang develops commercialization and intellectual property management strategies and leads the team that manages innovations in the areas of engineering and physical sciences for all A&M System universities and agencies. Dr. Yang has over 15 years of commercialization experience, as well as a global exposure to university/industry partnership development.

Pursuant to Section 7.2.4 of System Policy [17.01, Intellectual Property Management and Commercialization](#), Board of Regents approval is required for Dr. Yang to serve in his official capacity as a member of the governing board of StarRotor Corporation. Dr. Yang will not be compensated by StarRotor Corporation because he is serving on behalf of the A&M System.

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

None.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

July 20, 2016

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

Subject: Approval for Dr. Xiaomin Yang, a System Employee, to Serve in His Official Capacity as a Member of the Board of Directors of StarRotor Corporation, a Business Entity Formed for the Purpose of Development and Commercialization of Technology Owned by The Texas A&M University System

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System hereby approves for Dr. Xiaomin Yang, Senior Licensing Manager, to serve in his official capacity as a member of the Board of Directors of StarRotor Corporation, an entity formed for the purpose of development and commercialization of technology owned by The Texas A&M University System.”**

Respectfully submitted,

Michael K. Young  
President

**Approval Recommended:**

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John Sharp  
Chancellor

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

## **AGENDA ITEM BRIEFING**

**Submitted by:** Michael K. Young, President  
Texas A&M University

**Subject:** Approval for Dr. Ravikumar Majeti, a System Employee, to Serve as an Employee of Peroral Therapeutics LLC, a Business Entity that has Entered into an Exclusive Option to License Technology From The Texas A&M University System

### **Proposed Board Action:**

Approve for Dr. Ravikumar Majeti, Professor of Pharmaceutical Sciences in the College of Pharmacy at Texas A&M University (Texas A&M) to serve as an employee of Peroral Therapeutics LLC (Peroral), a business entity that has entered into an exclusive option agreement with The Texas A&M University System (A&M System) to evaluate for commercialization and license two technologies developed by Dr. Majeti.

### **Background Information:**

Dr. Majeti was born in India and was educated at the India Institute of Technology Roorkee, where he received his Ph.D. in Drug Delivery in 2000. He completed a postdoctoral fellowship at the University of Kentucky Medical Center in Carcinogenesis and expanded this research into delivery of macromolecules using nanosystems as an Alexander von Humboldt Fellow at Sarrland University in Germany in 2003. Dr. Majeti was an Assistant Professor in the Department of Pharmaceutics at the National Institute of Pharmaceutical Education and Research in India from 2003-2007. He was a Professor of Drug Delivery at the University of Strathclyde in Glasgow, U.K. from 2008-2013. In 2013, he joined the College of Pharmacy as a Professor of Pharmaceutical Sciences. He has extensive expertise in pharmaceutical sciences and has a focus on working at the interface of pharmaceutical and biomaterial sciences at the nano- or macro-scale to prevent, manage or treat diseases using drugs or drug-like compounds or their combinations.

Peroral was formed in early 2016 by Mr. Cristian Acosta and Ms. Twyla Briley, both Principals of LAACMA Consulting. LAACMA Consulting specializes in the commercialization of early-stage technologies through startup companies. Mr. Acosta and Ms. Briley have specific interest in commercializing two technologies developed by Dr. Majeti. These include a novel platform technology that can facilitate a targeted delivery of poorly soluble drugs via the oral route, providing an approach that is an alternative to injections and can reduce drug toxicity. He has further developed novel nanostructures that can facilitate the absorption of this drug delivery system in the intestine and enhance the bioavailability of the entrapped bioactive ingredient. In combination, these two technologies offer flexibility of converting molecules that are currently administered by injections to less toxic orally viable medicines that can be tailored to target a number of diseases. Peroral has an exclusive license to make, have made, and to use products for the purpose of evaluating commercial interest in the two technologies, with an option to negotiate for an exclusive license to use the technologies in commercialization of products within the field of use of pharmaceuticals and diagnostics.

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During negotiation of the option agreement with the A&M System, Mr. Acosta and Ms. Briley worked closely with Dr. Majeti to understand the inventions, and they have met with representatives of the Texas A&M University Health Science Center and Texas A&M Technology Commercialization (TTC) on several occasions to identify a path forward for the commercialization process. Mr. Acosta and Ms. Briley have expressed an interest in continuing to closely work with Dr. Majeti as the inventor of the technologies and have asked him to provide technical advisory services in his individual capacity as an employee of Peroral. Dr. Majeti will be compensated for his services via equity in the company, and it is anticipated that in the future, Peroral will sponsor certain research and development activities in Dr. Majeti's laboratory at Texas A&M.

Pursuant to Texas Education Code §51.912, Section 4.6 of System Policy [17.01, Intellectual Property Management and Commercialization](#), and Section 1.2 of System Regulation [31.05.04, Outside Activities – Business Entities Having an Agreement with the System](#), Board of Regents approval is required for Dr. Majeti, in his individual capacity, to serve as an employee of Peroral Therapeutics LLC. Any potential conflicts of interest will be evaluated under System Regulation [15.01.03, Financial Conflicts of Interest in Sponsored Research](#). An approved conflict of interest plan with Texas A&M will be in place upon Board approval of this request or upon signing of a sponsored research agreement, whichever occurs first.

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

None.

Agenda Item No.

**TEXAS A&M UNIVERSITY**

Office of the President

July 20, 2016

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

Subject: Approval for Dr. Ravikumar Majeti, a System Employee, to Serve as an Employee of Peroral Therapeutics LLC, an Entity that has Entered into an Exclusive Option to License Technology from The Texas A&M University System

I recommend adoption of the following minute order:

**“The Board of Regents of The Texas A&M University System approves for Dr. Ravikumar Majeti, a Texas A&M University employee within the Texas A&M University Health Science Center, to serve, in his individual capacity, as an employee of Peroral Therapeutics LLC, an entity that has entered into an exclusive option to license technology from The Texas A&M University System relating to the research, development, licensing, or exploitation of intellectual property conceived, created, discovered, invented or developed by Dr. Majeti.”**

Respectfully submitted,

Michael K. Young  
President

**Submission Recommended:**

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Paul E. Ogden, MD  
Interim Senior Vice President & COO  
Texas A&M Health Science Center  
Interim Dean of Medicine

**Approval Recommended:**

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John Sharp  
Chancellor

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** John Sharp, Chancellor  
The Texas A&M University System

**Subject:** Appointment of President of West Texas A&M University

**Proposed Board Action:**

Appoint Dr. Walter V. Wendler as president of West Texas A&M University.

**Background Information:**

At its August 5<sup>th</sup>, 2016 special meeting, the Board of Regents named Dr. Walter V. Wendler as the sole finalist for the position of president of West Texas A&M University. As required by state law, the 21-day notice has been given.

A copy of Dr. Wendler's curriculum vitae is attached.

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

Chancellor Sharp recommends an initial salary of \$335,265.

Agenda Item No.

**THE TEXAS A&M UNIVERSITY SYSTEM**

Office of the Chancellor

August 31, 2016

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

Subject: Appointment of President of West Texas A&M University

I recommend adoption of the following minute order:

**“Effective September 1, 2016, Dr. Walter V. Wendler is hereby appointed president of West Texas A&M University, at an initial salary of \$335,265.”**

Respectfully submitted,

John Sharp  
Chancellor

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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Ray Bonilla  
General Counsel



## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Walter V. Wendler  
 Title: President, WTAMU  
 Salary: \$ 335,265

## External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	President	\$428,250
2.	HigherEdJobs.com	President	\$336,000
3.	TexasTribune.org	President	\$435,000
4.			
5.			

## Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	WTAMU - Dr. Pat O'Brien	Past President	\$325,500
2.	Texas A&M University-Corpus Christi	President	\$325,500
3.	Texas A&M University-Kingsville	President	\$325,500
4.	Texas A&M International University - Keck	Past President	\$325,500
5.	Prairie View A&M University	President	\$406,451

Comments, if necessary:

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Walter V. Wendler, Ph.D., AIA

Chancellor Emeritus -- Southern Illinois University Carbondale  
Distinguished Alumni -- College of Architecture, Texas A&M University  
641 Stone Creek Drive  
Makanda, Illinois 62958

Email: [wendler@siu.edu](mailto:wendler@siu.edu)

### **Education**

Doctor of Philosophy, Curriculum and Instruction, University of Texas, Austin 1991

Master of Architecture, University of California, Berkeley 1975

Bachelor of Environmental Design, Texas A&M University 1972

Associate in Applied Science, State University of New York at Farmingdale 1970

**Retired from SIU December 31, 2015**

### **Administrative/Academic Experience**

#### **Southern Illinois University Carbondale**

**Professor** - School of Architecture - July 1, 2001 – December 31, 2015

Typical professorial responsibilities on hold due to role as Chancellor until July 1 2007.

**Director** - School of Architecture - July 1, 2008 – December 31, 2015

Selected for the position after a national search. Approximately 30 faculty and staff members, 400 students, four programs - Architecture, Interior Design, and Fashion Design and Merchandising and Fire Service Management. A new program under consideration in Construction Management and Operations. First full accreditation granted for Master of Architecture program. New On-line Master of Architecture program offered for the first time, fall 2013, with 25 students (currently 60). Twelve 2+2 articulation agreements with community colleges to facilitate transfer and lower costs.

**Chancellor** - Southern Illinois University Carbondale - July 1, 2001 – June 30, 2007

Chief Executive Officer - University budget of \$464,713,350, approximately 5,182 faculty and staff, 21,000 students, 25% in graduate and professional programs such as law, medicine, engineering, and education, a number of distinctive centers and laboratories, a strong history of reaching a diverse population and supported development of exchange programs with leading Universities in Taiwan. Directed a planning and visioning process, ***Southern at 150: Building Excellence Through Commitment.*** \$275 million in new buildings are recently completed, or underway. Initiated a \$100 million development campaign. (First campaign in 140 year history of SIU, completed ahead of schedule and over target.) Research productivity up 65% during tenure as Chancellor and university ranked 103 in National Science Foundation rankings of research expenditures. Nationally ranked teams in football, basketball (six consecutive NCAA appearances) and softball represented a strong tradition of intercollegiate athletics appropriately focused on the student athlete as a student first. *Left post as the contract expired.*

## **Texas A&M University System**

### **Vice Chancellor for Planning and System Integration - September 1999 - June 2001**

Directed planning processes for The Texas A&M University System, ***The Integrative Plan***. Assisted as staff in the initiative to establish statewide biotechnology collaboration. Led strategic and operational planning for the Texas A&M University System composed of 18 universities, state agencies, and a Health Science Center. *Was selected after a national search to assume Chancellorship of Southern Illinois University Carbondale.*

## **Texas A&M University**

### **Executive Assistant to the President - September 1997 - September 1999**

Directed a planning process involving 255 people from on and off campus and writing of long range plan for Texas A&M University, ***Vision 2020: Creating a Culture of Excellence***. Assisted the president on a number of projects related to faculty compensation and performance incentives, the development of an institutional relationship with South Texas College of Law, and other duties as assigned. *Promoted to Vice Chancellor of Texas A&M University System.*

### **Dean and Professor - College of Architecture - March 1992 - September 1997**

*During tenure as Dean, 165 faculty and staff, college enrollment grew from 1459 to 2001. Research and service awards increased by over 70%. Student involvement in international studies, nearly doubled. Capital campaign contributions increased from \$3.56 M to \$19.40M. Representation of diverse populations of students, faculty and staff increased at levels better than university averages. Oversaw the expansion and successful development of The Colonias Program in the Rio Grande Valley. Served as a Consultant to Kuwait University for restructuring of the College of Engineering. Promoted to Executive Assistant to the President to carry out long range academic planning for the university.*

### **Inaugural holder of the William M. Peña Professorship - 1991- 2001**

Holder of endowed professorship and member of the Board of Directors of the CRS Center for Leadership, Management and Innovation in the Design and Construction Industry. Carried out research and supervised graduate student thesis and dissertations related to process and management in design and construction industry.

### **Head - Department of Architecture - 1989 -1992**

Directed significant changes in curricula structure and increased attention to Masters and Ph.D. programs, evidenced by substantial growth in the department of 900 students and 50 faculty. Oversaw complex, interdisciplinary tenure and promotion decisions recognized for care, consistency and fairness. *Promoted to become Dean of the College of Architecture.*

### **Executive Associate Dean - College of Architecture -1988-1989**

Responsible for academic affairs and faculty matters in the college. Managed promotion, tenure, merit pay processes, and curriculum decision making for 12 academic programs from the baccalaureate through the Ph.D. American Association of University Administrators Award for Exemplary Team Leadership, team member, 1990. *Promoted to Head of Department of Architecture.*

*For complete listing of administrative Strategic Initiatives and Accomplishments, please see pages 11 - 15*

## **Previous Faculty/Research Appointments**

### **Professor, Department of Architecture**

Texas A&M University, College Station, Texas 1992-2001

### **Associate Professor, Department of Architecture**

Texas A&M University, College Station, Texas 1983-1992

### **Assistant Professor, Department of Environmental Design**

Texas A&M University, College Station, Texas 1981-1983

### **Assistant Professor, Department of Architecture**

Louisiana State University, Baton Rouge, Louisiana 1977-1981

### **Instructor, Department of Architecture**

Louisiana State University, Baton Rouge, Louisiana 1975-1977

### **Research Associate, Center for Environmental Structure**

Berkeley, California 1973-1975

## **Professional/Scholarly Organizations**

Tau Sigma Delta, National Honor Society in Architecture and Allied Arts

Kappa Delta Pi, International Honor Society in Education

Alpha Lambda Delta

Phi Delta Kappa International

Golden Key International Honor Society

## **Columns on Higher Education**

Weekly columns on higher education appear in seven newspapers in the region of Southern Illinois. Posted at <http://walterwendler.com/>.

## **Licenses**

Registered Architect, Illinois 001-018498

National Council of Architecture Registration Boards Certificate, #27089

## **Awards, Special Recognition**

Walter Wagner Award panelist, 1989.

Walter Wagner Award panelist, 1988.

## **SCHOLARSHIP**

### **Journal Publications**

W. V. Wendler, Principal Author, Ward Wells, Shannon Van Zandt, co-authors, "Encouraging Excellence and Diversity," *Journal of Staff, Program, & Organization Development*, Vol. 14, No. 1, 15-18, 1996-97.

W. V. Wendler, "The Design Life Space: Verbal Communication in the Architectural Design Studio," *Journal of Architectural and Planning Research*, Vol. 12, No. 4, 319-336, winter 1995.

W. V. Wendler, "The Mid Career Fellows Program," *Texas Architect*, Vol. 41 #6, August 1991.

W. V. Wendler, "Studio Science." *Texture: The Journal of Architecture*, 17-19, Texas A&M University, 1987.

W. V. Wendler, "Cocoon Quarters." *Texture: The Journal of Architecture*, 20-21, Texas A&M University, 1987.

W. V. Wendler, Co-Author, Christopher Alexander, Principal Author, "Making Buildings and Communities which really live: Tourism in Andalusia." *A.D.*, vol. 45, 33-37, Jan. 1975.

### **Selected Conference Proceedings**

W. V. Wendler, "*Breaking New Ground: A University Campus and the Beginnings of a Revival*" AIAIllinois November, 2008. *CD ROM*

W. V. Wendler, "*Architects as Leaders: Persistent Passion for Quality through Creation*" AIAIllinois November, 2009. *CD ROM*

W. V. Wendler, "Vital Specialization: The Twenty-First Century." In *Proceedings of the Walter Wagner Education Forum*. p. 23-29, Architectural Education Initiative, American Institute of Architects, 1989.

W. V. Wendler, Principal Author, Robert Segner, co-author. "Integrating Design and the Construction Science Class." *25th Annual Proceedings of the Associated Schools of Construction*. Annual Meeting, 135-140. Lincoln, Nebraska, April 21-23, 1989.

W. V. Wendler, Principal Author, Michael Martin McCarthy, co-author. "Evaluation of Professional and Interdisciplinary Faculty: First Principles." In *Proceedings of the Sixth Annual Conference of Academic Chairpersons Conference*, Vol. 31, 463-472. Orlando, Florida. Sponsored by the Center for Faculty Evaluation and Development, Kansas State University. February 15-17, 1989.

W. V. Wendler, co-author, Gerald Maffei, Principal Author. "The Science of Energy Behavior and Form." In *Proceedings of The Architecture and Building Construction Issues Symposium*, 71-76. Office of Building Research, School of Architecture, Louisiana State University, Baton Rouge, July 1989.

W. V. Wendler, Principal Author, Gerald Maffei, co-author. "Energy Vernacular." In *Proceedings of the Architecture and Building Construction Issues Symposium*, 82-85. Office of Building Research, School of Architecture, Louisiana State University, Baton Rouge, 1989.

W. V. Wendler, Principal Author, Gerald Maffei, co-author. "A Set of Regional Forces That Shape the Cities of the 21st Century; A New Vernacular." In *Proceedings of Northeast Regional Association of Collegiate Schools of Architecture, The Endless City, Its Extension, Growth and Decay*, 85-94. City College of New York, School of Architecture, New York, 1988.

W. V. Wendler, co-author, Gerald Maffei, Principal Author. "The Decay of Public Urban Space." In *Proceedings of the Association of Collegiate Schools of Architecture; 77th ACSA Annual Meeting, Debate & Dialogue*, 232-237. Illinois Institute of Technology, Chicago, 1989.

W. V. Wendler, Principal Author, Gerald Maffei, co-author. "Positive Reductivism." In *Proceedings of the Association of the Collegiate Schools of Architecture, East Central Regional Meeting*, 82-86. College of Architecture, University of Kentucky, Lexington, 1988.

W. V. Wendler, co-author, Gerald Maffei, Principal Author. "An Instructional Tool for Teaching Architectural Principles in Which Architecture is Not Used as the Medium," In *Proceedings of the Association of Collegiate Schools of Architecture, East Central Regional Meeting*, 75-81. College of Architecture, University of Kentucky, Lexington, 1988.

W. V. Wendler, Principal Author, Gerald Maffei, co-author. "Paradigms for Professions." In *Proceedings of the Southeast Regional Association of Collegiate Schools of Architecture, Text and Context in Architectural Education*, 56-62. University of Puerto Rico, San Juan, 1988.

W. V. Wendler, co-author, Gerald Maffei, Principal Author. "Placemaking, the Mitigation of Universal Values by Regional Values." In *Proceedings of the Southwest Regional Association of Collegiate Schools of Architecture, Pedagogy & Practice*, 19-23. University of Texas at Arlington, Arlington, 1988.

W. V. Wendler, co-author, Gerald Maffei, Principal Author. "How the University and the Profession Work Together to Produce Architectural Practitioners." In *Proceedings of the Southwest Regional Association of Collegiate Schools of Architecture, Pedagogy & Practice*, 19-23. University of Texas at Arlington, Arlington, 1988

W. V. Wendler, "Language and Design, Architecture as a Communicator of Culture." In *Proceedings of National Conference of the Association of Collegiate Schools of Architecture*, 182-185. Santa Fe, New Mexico. April 19, 1983.

### **Selected Invited Papers and Presentations**

W. V. Wendler, "Creating a Culture of Scholarship in a College of Architecture." Paper at Annual Meeting of the Architecture Research Centers' Consortium in conjunction with the Association of Collegiate Schools of Architecture Annual Administrators' Meeting, 21 pp., Milwaukee, Wisconsin, November 1995.

W. V. Wendler, "Research Centers in a College of Architecture." Paper at Annual Meeting of the Architecture Research Centers' Consortium in conjunction with the Association of Collegiate Schools of Architecture Annual Administrators' Meeting, 29 pp., Washington, D.C., November 1994.

W. V. Wendler, "Architecture in and for the Corporate World," Paper at American Institute of Architect Practitioner/Educator Forum, Educating for Careers in Architecture in New Orleans, Louisiana, 5 pp. September 16, 1992.

W. V. Wendler, "Shape Through Intent." Walter Wagner Education Forum at the American Institute of Architects Annual Meeting, 16 pp. St. Louis, Missouri, June 20, 1988.

W. V. Wendler, "Formal Pyramids: A Third Year Perspective" *5th Annual Teaching Beginning Design Students Conference*, 13 pp. Albuquerque, New Mexico. March 14, 1988.

W. V. Wendler, "The Architect as a Scientist." *The Southwest Regional Association of Collegiate Schools of Architecture*, 22 pp. College Station, Texas. October 22, 1987.

W. V. Wendler, "The Studio as a Laboratory." *The Southwest Regional Association of Collegiate Schools of Architecture*, 12 pp. Houston, Texas. January 13, 1987. (Selected as best paper of conference.)

W. V. Wendler, "Climatic, Cultural, Intellectual Regionalism." *The Southwest Regional Association of Collegiate Schools of Architecture*, 11 pp. Baton Rouge, Louisiana. October 11, 1983.

W. V. Wendler, "Pattern Language, Ten Years of Hindsight," School of Architecture, University of Nebraska, 17 pp. April 1983.

W. V. Wendler, "Passive Design and Interior Design," *Southwest Regional Student Conference of the American Society of Interior Designers*, 9 pp. March 3, 1980.

W. V. Wendler, "Teaching Values." *National Conference of the Association of Collegiate Schools of Architecture*, 14 pp. Monterey, California. March 1981.

## **Book Reviews**

W. V. Wendler, Book Review, "Human Resources Management: The Complete Guidebook for Design Firms." *Landscape and Urban Planning Journal*, Vol. 21 No. 3, 229-230, Elsevier Science Publications B.V. Amsterdam, The Netherlands, November 1991.

## **Research Reports – Contract Deliverables**

W. V. Wendler, co-author, Christopher Alexander, Principal Author. "*The New Apartment House*," 102 pp., Ministry of Housing, France, 1975.

"*Energy Conservation Strategies and Their Impact on Building Design and Construction*," 28 pp., Center for Energy and Mineral Resources, Texas A&M University, 1988.

"*Teaching in the Tutorial Environment*," 18 pp., Center for Teaching Excellence, Texas A&M University, 1987.

"*Neighborhood Power*," 74 pp., Published by the Community Services, Washington, D.C., 1979.

Co-author. "*Thermal and Lighting Standards for New Buildings in Louisiana*," 88 pp., published by the State Department of Natural Resources, Louisiana, 1978.

Co-author. "*Lighting Standards for Existing Public Buildings in Louisiana*," 62 pp., published by State Department of Natural Resources, Louisiana, 1978.

"*Teaching Energy Conservation to Adults*," 18 pp., published by Louisiana Housing Assistance Corporation, 1977.

"*Using Your Home or Apartment to Save Energy*," 26 pp., published by the State Department of Conservation, Louisiana, 1976.

"*Buying or Building An Energy Efficient House*," 23 pp., published by the State Department of Conservation, Louisiana, 1976.

"*Modifying Your Home to Save Energy*," 32 pp., published by the State Department of Conservation, Louisiana, 1976.

"*Why Save Energy?*" 14 pp., published by the State Department of Conservation, Louisiana, 1976

## Research Grants

Center for Energy and Mineral Resources, *Energy Conservation Strategies and Their Impact on Building Design and Construction*, \$4,000, Principal Investigator, 1988.

College of Architecture and Environmental Design, *Teaching/Learning Strategies in the Design Studio*, \$2,000, Principal Investigator, 1987.

Center for Teaching Excellence, *Learning in the Tutorial Environment*, \$1,000, Principal Investigator, 1987.

Louisiana Housing Assistance Corporation, FHA 504 Program, *Energy Saving Techniques for Low Income Homeowners*, \$8,000, Co-Principal Investigator, 1980.

Louisiana Housing Assistance Corporation, New Approaches to Housing, *All Weather Wood Foundations for Low Cost Housing*, \$8,000, Co-Principal Investigator, 1979.

Department of Natural Resources, State of Louisiana, *Promulgation of Lighting Standards for Existing Public Buildings*, \$40,000, Co-Principal Investigator , 1979.

Department of Natural Resources, State of Louisiana, *Promulgation of Thermal and Lighting Standards for New Buildings*, \$40,000, Co-Principal Investigator, 1979.

*Energy Saving Techniques for Low Income Homeowners*, \$1,000, Co-Principal Investigator, May 1978.

Department of Natural Resources, State of Louisiana, *Lighting Standards for Existing Public Buildings*, \$30,000, Research Associate/Co-author, 1978.

Department of Natural Resources, State of Louisiana, *Thermal and Lighting Standards for New Buildings*, \$80,000, Co Principal Investigator /Co-author, 1978.



Louisiana Housing Assistant Corporation/Community Services Administration, Solar Power on a Neighborhood Basis, *Neighborhood Power*, \$26,000, Principal Investigator, 1978.

Capital Regional Planning Commission, East Baton Rouge Parish, *Basic Home Maintenance for Low Income Homeowners*, \$1,500, Principal Investigator, 1977.

Capital Regional Planning Commission, East Baton Rouge Parish, *Energy Saving Techniques for Low Income Homeowners*, \$1,500, Principal Investigator, 1977.

Department of Conservation, State of Louisiana, *Energy Conservation in the Home*, \$25,000, Principal Investigator, 1976.

### **Graduate Student Research**

W. V. Wendler, Ph.D. Dissertation, "Studio Pedagogy: The Social Construction of Design Life Space Through the Analysis of Dyadic Discourse," 304 pp., University of Texas at Austin, 1991.

W. V. Wendler, Master Thesis, "Towards a Theory of Units," 232 pp., University of California, Berkeley, 1975.

### **Speeches And Addresses**

Presentations, keynote addresses and hundreds of speeches to a wide array of audiences at state, national and international level commensurate with responsibilities

### **Representative Key Note Addresses**

W. V. Wendler, "*The Creative Economy, the University, and Human Spirit: Adam Smith in the 21<sup>st</sup> Century*" Forum on the Creative Economy 63 Building at Yoedo, December 10, 2014, Seoul, South Korea.

"*Research and Teaching Excellence*," International Symposium on Applied Engineering, Technical Management and Innovation October 17, 2013, Hangzhou, China. China Jiliang University

W. V. Wendler, "*Research and Teaching Excellence*," International Symposium on Applied Engineering, Technical Management and Innovation October 17, 2013, Hangzhou, China. China Jiliang University

W. V. Wendler, "*Vital Specialization: The Education of Architects in the 21st-Century*," Zhicheng College, Fuzhou University, China October 19, 2013

W. V. Wendler, "*Mission and Role of a Research University in Growing Economies*," National Cheng Kung University, Tainan, Taiwan, R.O.C., July 26, 2006.

W. V. Wendler, "*A Life Well Lived: Daisaku Ikeda*," Honorary Degree Ceremony Soka Gakkai Office of International Affairs, Soka Gakkai, Shinjuku-Ku, Tokyo Japan, June 23, 2006.

W. V. Wendler, "*Research and Teaching Excellence for Universities of the Future*," Kun Shan University, Tainan Hsien, Taiwan R.O.C., May 13, 2006.

W. V. Wendler, "*The University as a Public-Private Partnership*," Comprehensive Campaign Dinner, November 4, 2005.

W. V. Wendler, "*Student Leadership: The Responsibility of Being a Leader*," Air Force ROTC Cadets Leadership Meeting, Quigley Hall Auditorium, Southern Illinois University, October 30, 2005.

W. V. Wendler, "*The University and Community Working Together*," Southern Illinois Leadership Meeting, John A. Logan College, Carterville, Illinois, January 7, 2005.

W. V. Wendler, "*Delta Higher Education Association an Evolving Idea*," Delta Regional Authority Annual Conference, New Orleans, Louisiana, October 21, 2004

W. V. Wendler, "*The Future of Your University: A Look Ahead Twenty Years and Why it's Important*," Academic Convocation, SIU Recreation Center Carbondale Illinois, August 17, 2001.

W. V. Wendler, "*Strengthening Our Commitment to Diversity: A Southern at 150 Priority*," University of Illinois, Springfield, September 22, 2003.

W. V. Wendler, "*Citizenship and Opportunity*," United States Citizenship Naturalization Ceremony, Law School Auditorium, Southern Illinois University, March 13, 2004.

W.V. Wendler, "*The University in the Mississippi River Delta*," National Association of State Universities and Land-Grant Colleges Annual Meeting November 2003, New Orleans, November 11, 2003.

W. V. Wendler, "*The University in a Shrinking World*," Czechoslovak Society of Arts and Sciences, Ostrava University, Czech Republic, June 12, 2002.

W.V. Wendler, "*Our University as an Economic Force in Southern Illinois*," Chamber of Commerce Luncheon Civic Center, Carbondale, Illinois, November 13, 2001.

### **Professional and Citizen Group Workshops - Louisiana**

AIA Energy Workshops, Atlanta, Georgia and Houston, Texas, 1981

Gulf States Utilities Retrofit Workshop, Lake Charles, Louisiana, 1979

Thermal and Lighting Performance Standards for New Buildings, Monroe, Shreveport, New Orleans and Baton Rouge, Louisiana, 1978, 1979

Thermal and Lighting Prescriptive Standards for New Buildings, Monroe, Lafayette, Shreveport and New Orleans, Louisiana, 1979

Acceptable Practices for Residential Energy Conservation, Monroe, Lafayette, Shreveport and New Orleans, Louisiana, 1979

Acceptable Practices for Residential Energy Conservation, Monroe, Louisiana, 1979

Basic Home Maintenance, Plaquemine, Sunshine and New Roads, Louisiana, 1978

Basic Home Maintenance/Energy Conservation, Louisiana State University, 1978

Energy Saving Techniques for Low Income Homeowners, Lemoyne Community Action Agency, Plaquemine, New Roads and Zachary, Louisiana, 1978

Energy Saving Techniques for Low Income Homeowners, Louisiana Housing Conference, Baton Rouge, Louisiana, 1977 *(continued on next page)*

## Strategic Initiatives and Accomplishments

*The following are the result of collaborative teamwork and are reflective of the efforts of the units for which I had leadership responsibility.*

### – Dean, College of Architecture, Texas A&M University 1992 - 1997

- College enrollment grew from 1459 to 2001, 19% graduate students.
- Teaching productivity (SCH/FTE) of faculty grew 20%.
- Student Computing access grew from 76 workstations and micro computers to 218.
- Peer reviewed work of faculty increased from .96 publications per FTE to 2.12.
- Research awards increased from \$2.38M to \$4.72M.
- Student involvement in international studies increased from 16% of graduating class to 26%.
- Capital Campaign contributions increased from \$1.56 M to \$19.40M.
- College outreach programs grew from 12 to 23 formal activities.
- Distance Education and Continuing Education programs increased from 7 to 16.
- Successful Accreditation for programs in Architecture, Urban and Regional Planning, Landscape Architecture, and Construction Science.
- Representation of diverse populations for students, faculty, and staff increased at levels consistent with, or better than, university averages.

### - Executive Assistant to the President, Texas A&M University 1997-1999

- Leadership and development of Long Range plan for Texas A&M University ***Vision 2020: Creating a Culture of Excellence.***
- Leadership of proposed performance pay plan for faculty with the Board of Regents.
- Staff for the proposed merger of the South Texas College of Law and Texas A&M University.
- Frequent speaker at Aggie Clubs around the state and nation to share the vision of Texas A&M University on behalf of President Bowen.
- Many duties to assist President Bowen on a daily basis.

### – Vice Chancellor for Planning and System Integration, TAMUS 1999 – 2001

- Lead all system-wide planning, tactical and operational.
- Worked on statewide Biotechnology program implemented by Governor Rick Perry.
- Directed implementation of first on-line programs for the TAMUS.

### – Chancellor, Southern Illinois University Carbondale, 2001- 2007

#### PEOPLE – Students, Faculty and Staff

- Support for people through initiatives such as: The Strategic Faculty Hiring Initiative, Minority ---Revolving Fund, Reflective Responsive University Initiative, Retaining Critical Faculty & Staff,
- Graduate Student Excellence, Digital Communication, Physician's Assistant Program, Teaching and Scholarly Excellence Fund, Academic Support, and Library Material Increases, approximately \$15 million/year.

- Created and filled cabinet level position of Vice Chancellor for Research and Graduate Dean.
- Recognized by ***Black Issues in Higher Education, October 23, 2003*** for diversity programs.
- Research expenditures increased by nearly 65% and federal research grants increased by 80%.
- Strategic Faculty Hiring initiative of \$40 million dollars.

### **Student-Focused Commitments**

- Developed new and enhanced scholarships for undergraduate and graduate students. Increased minimum student wages, funding for fellowships, and investment in retention and recruitment initiatives. New programs designed to facilitate the transition from community colleges to the university received significant support.
  - Created undergraduate assistantship program. \$1 million/year supporting undergraduate research and employment.
- See *Reinventing the Mid-Level Research University Journal for Higher Education Strategists, Volume1, No.1, pp.11-31***
- Scholarships for undergraduates increased 300%.
  - Spending for student employment increased 35% to exceed state averages for universities by 300%.
  - Graduate assistantship spending increased by 25%.

### **PROGRAMS – New Initiatives**

#### **Opportunity through Excellence: Campaign for Southern**

- Established and achieved \$100,000,000 goal for the first capital campaign in the history of Southern Illinois University Carbondale.
- Record setting contributions each year 2001-2007. Average contributions by donors increased 80%.
- Annual contributions increased by over 50%.
- Number of donors up by 30%.
- 80% of campaign goal realized in 50% of the timeframe.

#### **Excellence and Recognition**

- Recognized excellence in concert with the Southern Illinois University Carbondale Alumni Association - monetary awards for outstanding performance of faculty staff and graduate students totaling \$300,000 per year.
- In addition, the celebration of excellence was pursued and orchestrated through the activities and initiatives of three "excellence concept teams" for faculty, civil service and administrative staff. Impacts included new strategies for:
  - Merit compensation proposals
  - Across-the-board compensation
  - Performance evaluations

## **Reflective-Responsive University Task Force**

-The entire university community was empowered to promote diversity in all aspects of University life. Funds of \$1.0 million were committed to support innovation and nurture a campus community that reflects and responds to the rich diversity of the state, nation, and world. SIUC ranked second nationally in the number of bachelor's degrees awarded to African-American education majors, and 6th in the number of bachelor's degrees in education awarded to all minority groups. (2005)

## **PLACES –**

### **Academics and Athletics**

-Identified funding sources and committed over \$275,000,000 towards new and renovated buildings - the largest coordinated facilities plan in University history. Projects completed during tenure as Chancellor are marked with an \*. Others completed since July 2007 or under construction are noted.

### **Morris Library \$48,000,000\***

-Extensive modernization of existing 275,000 square-foot facility. Currently the library ranks in top 100 ARL rankings. (Complete)

### **Simmons Cooper Cancer Institute \$22,000,000**

-Mission to serve the people of central and southern Illinois by addressing their present and future cancer care needs through a comprehensive approach of education, research and patient services. The Cancer Institute's charge includes working to upgrade the standard of cancer care in downstate Illinois communities. It is a community-based patient care, research, education and outreach program established to improve cancer care. (Complete)

### **Saluki Way Phase One \$95,000,000**

-"Re-centered" Southern Illinois University Carbondale's campus around new academic buildings, a new football stadium and a revamped indoor-sports arena. The "Saluki Way" project will create a new "core" of services and academics. (Complete).

### **Classroom Modernization - Continuing \$1,500,000 annual commitment\***

-High-resolution projectors, allowing faculty members to display images from any computer program, DVD or video, display information from the Internet, or use a document camera. New seating, lighting, sound and Smart Board technology are being installed across campus. (on-going)

### **Troutt-Wittmann Academic & Training Center \$4,500,000\***

-A fitness center dedicated to physical training, conditioning, treatment of injuries and physical rehabilitation as well as academic support and enhancement opportunities. The first facility at SIUC funded on gift funds alone. (Complete)

### **Student Health Center \$9,600,000\***

-Provides our students a continuum of care under one roof replacing the buildings that have housed Student Health Programs for the past 38 years in disparate parts of the campus. (Complete)

**Transportation Education Center \$45,000,000**

-New structures encompassing 260,000 square feet will replace outdated facilities and laboratories as well as crowded learning environments. (Complete)

**Altgeld Hall \$13,400,000\***

-A new opera/music theater, sound booth and recording studio, class and seminar rooms as well as three musical instrument digital interface (MIDI) laboratories for computer music composition. (Complete)

**Wall and Grand Apartments \$26,400,000**

-100 units are completed, first new campus housing in over forty years. (Complete)

**Southern Illinois Research Park \$2,800,000\***

-New 19,920 square-foot facility, encompassing office and testing space sufficient to house 10 start-ups. (Complete)

Appropriate investments in people, places, and programs are the foundation for progress in academic excellence as students are served. Tenure as chancellor was marked by the forward progress in areas critical to the future of the university.

**- Professor and Director, School of Architecture SIUC 2007 – December 2016**

- Returned to teaching in 2007. Was asked to enter a national pool of candidates for the position of Director of the School of Architecture. Appointed director with unanimous vote of faculty in July 2008.
- Developed 12 new 2 + 2 articulation agreements with community college and a number of additional agreements are in negotiation
- Teach two semesters per year In Graduate Design Studios in School of Architecture and a graduate seminar in the College of Education and Human Services in Higher Education Leadership entitled "Aspirational Leadership." Receive consistently high evaluations by students.
- School of Architecture received full 8-year initial accreditation for the professional Master of Architecture program.
- Implemented a new online Master of Architecture hybrid program.

**University Service (Examples)**

Numerous committee chairmanships and assignments appropriate to responsibilities at every level of a university and a system.

National Landscape Architecture Accrediting Board, 1988-2001

Faculty Senator

Texas A&M University, College Station, Texas 1986-1989

Coordinator, Study Abroad Program Figline, Valdarno, Italy

Texas A&M University, 1984

Truman Scholars Selection Panel Harry S. Truman Scholarship Foundation  
2003 – 2007

Illinois Public Universities Presidents/Chancellors  
2001 – 2007

Southern Illinois Collegiate Common Market - Board member, 2001 – Present

Educational Council of 100  
Southern Illinois, 2001 – 2007

Southern Illinois Research Park  
Board of Directors, 2001 – 2007

Gateway and Missouri Valley Conference  
Presidents Council Member  
2001-2007

SI Edge  
Board Member 2001 – 2007

Illinois Campus Compact  
Board Member 2004 – 2007

City/Chamber/University Committee  
Member 2001-2007

### **Community Service** (Examples)

College Station Community Enhancement Programs  
Member of Steering Committee, 1995-2001

Brazos 2020 Vision  
Board Member, 1994-1998

Planning and Zoning Commission,  
City of College Station, Texas 1985 – 1988



Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** F. Dominic Dottavio, Ph.D., President  
Tarleton State University

**Subject:** Appointment of Dean of the College of Health Sciences and Human Services

### **Proposed Board Action:**

Appoint Dr. Vimala Pillari as Dean of the College of Health Sciences and Human Services at Tarleton State University, effective immediately.

### **Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), requires that the Board appoint deans of member universities.

After conducting a nationwide search and receiving input from a university-wide committee, President F. Dominic Dottavio recommends Dr. Vimala Pillari for the position of Dean of the College of Health Sciences and Human Services. The search committee received and reviewed 26 applications and campus interviews were conducted with three candidates. Following the campus visits, Dr. Pillari was recommended as the top candidate. Dr. Pillari brings to the position administrative and academic experience commensurate with the responsibilities.

As dean, Dr. Pillari will serve as the chief administrative officer of the college in all matters related to academic affairs, including teaching, research and service. This includes the oversight, evaluation and leadership of the Departments of Counseling; Medical Laboratory Sciences and Public Health; Nursing; and Social Work.

A copy of Dr. Pillari's curriculum vitae is attached.

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

President Dottavio recommends an initial salary of \$190,000 for Dr. Pillari to be funded from general institutional funds.

Agenda Item No.

**TARLETON STATE UNIVERSITY**

Office of the President

June 20, 2016

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

Subject: Appointment of Dean of the College of Health Sciences and Human Services

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Vimala Pillari is hereby appointed Dean of the College of Health Sciences and Human Services at Tarleton State University, at an initial salary of \$190,000.”**

Respectfully submitted,

F. Dominic Dottavio, Ph.D.  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Vimala Pillari  
 Title: Dean, College of Health Sciences & Human Services  
 Salary: \$ 190,000

### External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	TAMUS HRIS (WTAMU)	Dean, Nursing & Health Sciences	150,300
2.	TAMUS (International)	Dean, Nursing & Health Sciences	205,954
3.	TAMUS (Corpus Christi)	Dean, Nursing & Health Sciences	161,196
4.			
5.			

### Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Jordan Barkley	Dean, College of Education	150,000
2.	Dr. W. Stephen Damron	Dean, College of Ag/Environ Sciences	150,000
3.	Dr. Steve Steed	Dean, College of Business Administration	177,562
4.			
5.			

**Comments, if necessary:**

The College of Health Sciences and Human Services is new to TSU.

Vimala Pillari Ph.D., LCSW

**EDUCATION**

Columbia University, New York, 1978 — Ph.D. (Doctorate in Social Welfare) - Social Work Practice, Substantive field - Practice and Policy in Child Welfare and Personality Theories.

Madras University, Madras 1973 — M.A., Social Work, Specialization in Families and Children.

Madras University, Madras 1971 — B.Sc., Home-Science/Economics, Child Psychology and Sociology.

Master's Thesis — The Influence of Social Factors on Dietary Habits of Middle Income Families at East Mambalam.

Honors — First in the University (best thesis) in Social Work under the supervision of instructor, Nafia Jamal. Manuscript 179 pages.

Doctoral dissertation — The Development of an Ecological Perspective in Social Work (A Family Model). (Under the supervision of Professors, Dr. Margaret Mead and Dr. Caryl Chessman). Manuscript 281 pages.

**HIGHER EDUCATION EXPERIENCE**

**Financial and Strategic Planning Experiences**

- Newman University — Founding Director, School of Social Work, 1997-2000
- Dominican University — Founding Dean, Graduate School of Social Work, 2000-2005. Raised 8 million dollars with the Vice President for Advancement to purchase a building for the new School of Social Work under my leadership.
- Clark Atlanta University — Dean, strategic planning and budget management, 2008 to present.
- Conducted fundraisers and raised over \$100,000 in student scholarship monies at my present University. Brought in over 4 million dollars of grant monies.
- For the 95<sup>th</sup> celebrations of the School of Social Work —goal to raise 5 million dollars for building and student scholarship fund.

**ADMINISTRATION/LEADERSHIP**

- Re- Accreditation of MSW & BSW Program in Clark Atlanta University
- As Founding Dean developed the initial accreditation of the Master of Social Work Program and created the new Graduate School of Social Work at Dominican University, Illinois.
- Initial accreditation of the new MSW program at Newman University
- Accreditation of the new Master of Social Work program in Southern Connecticut State University.
- Participated in the re-accreditation of the Master's program in Social Work at the State University of New York at Buffalo.
- Participated in the re-accreditation of the Master and Bachelor's program in Social Work at Norfolk State University, Virginia.
- Re-accreditation of the Master and Bachelor's program in Social Work at Brigham Young University, Utah.
- Active role in the University Re-accreditation processes in two Universities- Southern Regional Accreditation (Virginia) and North Central Association Accreditation (Illinois).

## **Growth of the Undergraduate Social Work program**

- Enhanced the BSW program by revision of the first two years of undergraduate education — core and general education.
- Actively included students in research projects and leadership skills.

## **Development of new Social Work Programs**

- Started and developed the Master's program in Social Work (there was no undergraduate program in Social Work) at Newman University with a family-centered concentration. Brought the graduate MSW program to accreditation with the North Central Regional Association of Schools and Colleges and towards initial accreditation from the National Council on Social Work Education (CSWE). Wrote the required documents based on CSWE standards, recruited faculty, staff and students.
- Started and developed the Master's program in Social Work (there was no undergraduate program in Social Work) at Dominican University, Illinois. Obtained accreditation from the North Central Region Association of Schools and Colleges. Obtained national accreditation by the Council on Social Work Education, Spring 2004. Wrote the required documents based on the CSWE standards, recruited faculty, staff and students.
- Completed work on a dual degree program Social Work/Public Health between Clark Atlanta University and Emory University. Started a new Clinical Ph.D. program at Clark Atlanta University. Seed monies from Title III federal funds - \$300,000 to \$400,000 per year for the next 5 years.

## **Development of doctoral program**

- Development of a second doctoral program on Clinical Social Work at Clark Atlanta University School of Social Work.
- Initial Co-Chair in the development of the doctoral program at Norfolk State University in Virginia.
- Trained as a Site Team Visitor.
- Chair and Membership in various administrative committees listed under each University.

## **CLARK ATLANTA UNIVERSITY, GEORGIA**

***2008 - Present***

***Dean and Tenured Distinguished Professor,  
Whitney M. Young Jr. School of Social Work***

### ***Primary duties and***

### ***Accomplishments include:***

- Principal Investigator, Title IVE Child Welfare Grant - 4 million dollars for the past 4 consecutive years
- Principal Investigator — Clinical Ph.D. program — Title III grant — 3 million dollars for the next five years
- Completed and received a \$600,000 grant for Domestic Violence
- Networking with community agencies and governmental organizations
- Member of the Academic Council
- Member of the Deans' Council
- Member of the University Strategic Planning Committee
- Member of the University Budget Committee
- Member of the University Enrollment and Retention Committee Member- University Tenure and Promotion Committee - 2005 to present

- Member — University-wide Strategic Planning Committee — 2005 to present
- Member — University Assessment Committee- 2005 to present
- Member — University Annual Speakers Planning Committee
- Establishment of a Multi-cultural Families and Children Research Center
- Co-Chair of the Commission on Council of Faculty Development for the national conference held in Atlanta, 2011/2012
- Research member of the Environmental Sustainability interdisciplinary study.
- Member of the Global Leadership Academy.
- Re-accreditation process for the BSW and MSW programs are being completed 2013- 2014. The BSW and MSW programs were successfully re-accredited in 2015.
- Compliance Training -Received certificates for compliance training for the past 4 consecutive - 2009- 14
- Enrollment increased from 71 students to over 500 students during my tenure.
- Increase in faculty publications and national and international paper presentations.
- Appeared in three radio talks shows and one TV show to promote and raise monies for the School of Social Work, 90<sup>th</sup> anniversary, Fall 2010.
- Fundraiser May, 2014. Raised over 60,000 dollars for student scholarships through continuing education workshops

## **DOMINICAN UNIVERSITY, ILLINOIS**

**2000- 2008**

***Founding Dean and Tenured Professor,  
Graduate School of Social Work***

### ***Primary duties and***

### ***Accomplishments include:***

- Founded the Graduate School of Social Work. Successfully accredited the new program within the first 3 years
- Also achieved accreditation from the North Central regional accrediting body.
- Developed the graduate program in Social Work with a family-centered concentration
- Continued to build the multifaceted aspects of the school of social work. Directed and participated in teaching and outreach work with professional agencies.
- Member — Academic Affairs Council Committee
- Member — Academic Deans Council
- Member — University Strategic Planning Committee

### **Administrative Responsibilities**

- Visited many social work agencies (115) in the Chicago metro-area for the development of the new MSW program with a focus in family-centered social work.
- Visited many universities (22) to understand the need, and to advocate, for a new MSW program.
- Orientation lectures to universities and agencies.
- Recruited students, staff, and faculty to the MSW program

### **Faculty Development**

- Trained and oriented all new faculty to the standards of the Council on social work education
- Five workshops to new faculty on how to teach
- Three workshops to faculty on how to write for publication.
- Small research monies to faculty for pursuing research of their interests

- Provided opportunities to faculty to attend and present at workshops

## **NEWMAN UNIVERSITY, KANSAS**

**1997 - 2000**

***Founding Director and Tenured Professor,  
Graduate School of Social Work***

### ***Primary duties and***

### ***Accomplishments include:***

Developed the graduate program in Social Work with a family-centered concentration and build the different aspects of the School of Social Work. Reported to the Vice President for Academic Affairs and build the finances for the program.

- Member — Graduate Council
- Member — Vice-President Committee on University Affairs
- Built the Advisory Committee for Social Work Program
- Member of the University Council
- Chair of the Curriculum Committee
- Chair of the Continuing Education Committee
- Chair, Promotion and Tenure Committee
- Built a family-centered concentration in the new MSW program
- Completed feasibility study (280 pages) in December 1997. The study was accepted in January 1998. Completed the Candidacy Application (450 pages) in February 1998. Was accepted by the Site Team Visitor and the Council by April 1998. The program was given Candidacy status.

## **PROFESSIONAL SERVICES**

### **CONSULTANCIES AND BOARDS**

Regional Director — National Association of Social Workers (Connecticut Branch) 1979 — 1981. Board Director — community Consultation Board, New Haven, Connecticut. 1979 — 1981. Consultant to the study of burnout among hospital personnel and effects on families. Harlem Valley Psychiatric Hospital. 1980 — 1981.

Site Visitor for the Council on Social Work Education. 1981 — present.

Consultant to Private Practice, Jamestown, New York. 1982 — 1985.

Board Member, Virginia Council on Alcoholism and Drug Dependency. March 1990 — present. Consultant — The Planning Council, Homeless Prevention Program, Norfolk, Virginia. Fall 1991 — present.

Coordinator — American Board of Examiner in Clinical Social Work, Washington, D.C. Winter 1992 — present.

Secretary and Treasurer, Moses Newsome Committee for CSWE Presidency. 1994.

Governor's Task Force on Higher Education Restructuring — State Wide Faculty Task Group. 1994 — 1995. Editorial Board Member of Journal — Human Behavior and the Social Environment.

## **PUBLICATIONS**

### **Books:**

Vimala Pillari (Thangavelu). Samsar (Family) Model of Social Work Practice. Mangalore: Preethi Publishers. 1980.

Vimala Pillari (Thangavelu). Case Studies in Social Work Practice. 1984. Bangalore: Asian Trading publishers. 1984.

Vimala Pillari, Pathways to Family Myths. New York: Brunner/Mazel, 1986.

Vimala Pillari, Human Behavior and the Social Environment. CA: Brooks/Cole, 1988.

Vimala Pillari, Test Items for Human Behavior in the Social Environment. CA: Brooks/Cole, 1989.

- Vimala Pillari, Scapegoating in Families: Intergenerational Patterns of Physical and Emotional Abuse. New York: Brunner/Mazel, 1991.
- Vimala Pillari, Myths in Family Therapy. Published under the classic Master Series. Northvale, New Jersey: Jason Aronson, 1994.
- Vimala Pillari, Shadows of Pain: Dealing with intimacy issues that underlie sexual problems. Northvale, NJ: Jason Aronson, 1997.
- Vimala Pillari, **Human Behavior in the Social Environment: The developing person in a holistic context**. (Revised second edition) CA: Brooks/Cole, 1998.
- Vimala Pillari & Moses Newsome, Jr. Test Items and Work Book for Human Behavior in the Social Environment: Families, groups, organizations and communities. CA: Brooks/Cole, 1998.
- Vimala Pillari. Social Work Practice: Theory and Skills. Boston: Allyn & Bacon, 2002.

#### **Articles Published**

- Vimala Pillari, Family Myths Among Female Adolescents. *Child and Adolescent Social Work Journal*. February, 1992. (Referred journal).
- Moses Newsome, Jr. and Vimala Pillari, Job Satisfaction and the Worker-Supervisor Relationship. *Clinical Supervisor*, vol. 9, no. 2, 1991. (Referred Journal).
- Vimala Pillari, Dilemmas and Challenges for the clinical scholar: Qualitative and quantitative research and knowledge building in clinical Social Work in the 90's. Education, Roles and Dilemmas in the coming decade. Edited by Robert E. Cummings, American Board of Examiners in Clinical Social Work. Sponsored by the Board of Examiners in Clinical Social Work. Proceedings of the Symposium, Silver Springs, Maryland, 1992.
- Vimala Pillari, Ringo: Scars of violence. A chapter in *Case Studies in Child Counseling*. Edited by Larry Golden and Meredith Norwood. New York: Macmillan Publishing Co., 1992.
- Vimala Pillari, Use and Misuse of Social Work Terms. *NSU Social Work Newsletter*. Spring, 1990.



Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Dr. Pablo Arenaz, Interim President  
Texas A&M International University

**Subject:** Appointment of Dean of the College of Education

Appoint Dr. James O'Meara as Dean of the College of Education at Texas A&M International University (TAMIU), effective immediately.

**Background Information:**

System Policy [\*01.03. Appointing Power and Terms and Conditions of Employment\*](#), requires that the Board of Regents shall appoint deans of system member universities.

After conducting a nationwide search and receiving input from a university-wide committee, Interim President Arenaz recommends Dr. James O'Meara for the position of Dean of the College of Education at TAMIU. The search committee received and reviewed 21 applications and campus interviews were conducted with four candidates. Following the campus visits, Dr. O'Meara was recommended as the top candidate. Dr. O'Meara brings to the position administrative and academic experience commensurate with the responsibilities.

As Dean, Dr. O'Meara will serve as the chief administrative officer of the college in all matters related to academic affairs, including teaching, research and service. This includes the oversight, evaluation and leadership of the Departments of Curriculum and Pedagogy, and Professional Programs.

A copy of Dr. O'Meara's curriculum vitae is attached.

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

Interim President Arenaz recommends an initial salary of \$155,000 for Dr. O'Meara to be funded from state-appropriated education and general funds.

Agenda Item No.

**TEXAS A&M INTERNATIONAL UNIVERSITY**

Office of the President

June 30, 2016

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

Subject: Appointment of Dean of the College of Education

I recommend adoption of the following minute order:

**“Effective immediately, Dr. James O’Meara is hereby appointed Dean of the College of Education at Texas A&M International University, at an initial salary of \$155,000.”**

Respectfully submitted,

Dr. Pablo Arenaz  
Interim President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. James O'Meara  
 Title: Dean of the College of Education  
 Salary: \$ 155,000

### External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	Dean of Education (TAMUK)	157,987
2.	higheredjobs.com	Dean, Education	148,123
3.	Texas Tribune (University of Houston)	Dean, Education	292,172
4.			
5.			

### Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Robert Sears	Dean, A.R. Sanchez School of Business	226,270
2.	Glenda Walker	Dean, Nursing & Allied Health	198,989
3.	Catheryn Weitman	Dean, University College	157,661
4.		(former Dean, College of Education)	(157,661)
5.			

**Comments, if necessary:**

## James O'Meara

### Professional Profile

- Collaborative College leader, with fifteen years' experience in post-secondary education, including 8 years of regular promotions involving higher levels of responsibilities
- Decisive Associate Dean, impacting positively on budgetary planning, division-wide policies and procedures formulation, and University level strategic planning
- Strategic Director of Program and Development and Analysis, applying data-driven strategies to expand revenue streams, inform portfolio planning and stimulate program innovation
- Faculty-centered Director of Advanced Studies in Teaching, experienced in faculty assessment, post tenure review and developing academic identities to advance the careers of colleagues
- Tenured Full Professor of Curriculum and Instruction, serving as a thought leader for UNESCO Paris, the OECD and UNESCO China in the fields of teacher education and innovative pedagogy
- Innovative Chair of Curriculum and Instruction, experienced in recruiting, evaluating and hiring the adjunct and full-time faculty required to take programs to the next level
- Visionary President of the International Council on Education for Teaching, elevating the organization to active membership on key UNESCO groups within a three-year period
- Growth-orientated Director of Professional and Organizational Learning, experienced in designing and delivering orientation, development and curriculum design workshops
- Entrepreneurial Program Chair, who designed and implemented financially successful programs by better meeting the needs of local candidates and schools
- Culturally responsive educator, with 14 years teaching experience in Australia, Europe and the United States

### Qualifications

- 2005, Doctor of Education, Curriculum and Instruction (Policy Analysis, Curriculum Implementation and Professional Development) University of Ballarat, Australia
- 1999, Master of Arts (Distance Education), Open University Milton Keynes, U.K.
- 1987, Bachelor of Education, University of Ballarat, Australia

### Academic and Professional Appointments

#### *Faculty Appointments*

Term	Rank	Institution
2012 - Present	Tenured Professor	National Louis University, Chicago, USA
2011 – 2012	Associate Professor	National Louis University, Chicago, USA
2007 – 2011	Tenured Senior Lecturer	University of Ballarat, Australia

2002 – 2006	Tenured Lecturer	University of Ballarat, Australia
2001 – 2002	Lecturer	University of Ballarat, Australia
2000 (Jan - Jun)	Lecturer	University of Ballarat, Australia
1995 – 2000	Adjunct Instructor	University of the Aegean, Greece

### *Administrative Appointments*

<b>Term</b>	<b>Role</b>	<b>Institution</b>
2015 - Present	Associate Dean, Academic Portfolio and Quality Assurance	National Louis University (NLU), USA
2014 - 2015	Director, Program Analysis and Development	National Louis University, USA
2013 - 2014	Director, Office of Teaching and Learning	National Louis University, USA
2012 - 2014	Director, Advanced Studies in Teaching Unit	National Louis University, USA
2011 - 2012	Program Chair, Curriculum and Instruction	National Louis University, USA
2008 - 2010	Deputy Director (Academic), Institute for Professional & Organizational Learning	University of Ballarat, Australia
2005 - 2007	Program Chair, Post Graduate Diploma in Education Elementary	University of Ballarat, Australia
2001 - 2004	Program Coordinator Bachelor of Education (Post Primary Physical Education)	University of Ballarat, Australia

### *Professional Organization Appointments*

<b>Term</b>	<b>Role</b>	<b>Organization</b>
2016 - Present	Advisory Board Member	UK College of Teachers
2015 - Present	Board Member	Education Futures Collaboration, UK
2014 - Present	President	Global Coalition for Change
2014 - Present	Board of Directors	World Literacy Council

2014 - Present	US Focal Point	UNESCO International Taskforce on Teachers for Education 2030
2012 - 2014	Member	UNESCO NGO Liaison Committee
2012 - Present	President	International Council on Education for Teaching
2007 - 2012	Chair Teacher Education Research and Dissemination Committee	International Council on Education for Teaching
2006 - 2008	Senior Curriculum Developer and Teacher Developer	Schools Total Health Program, Tamil Nadu, India
2005	Lead Curriculum Developer, Health and Physical Education	Victorian Curriculum and Assessment Authority, Australia

### Recent High Level Expert Activities

Year	Activity
2016	Invited focal person for UNESCO at the 8th Policy Dialogue Forum of the Teacher Task Force for Education 2030, Mexico City, March 14 <sup>th</sup> – 17 <sup>th</sup>
2015	Invited expert for the International Forum for Partnerships on the Qingdao Declaration on leveraging ICT to achieve Education 2030 Agenda Qingdao, People's Republic of China, December 20 <sup>th</sup> and 21 <sup>st</sup>
2015	Elected member of the drafting committee of the 2015 NGO Forum Declaration 'Towards the right to inclusive, quality public education and lifelong learning beyond 2015 developed during the World Education Forum in Incheon Korea.'
2014	Invited Keynote Speaker, The Chinese Society of Education National Conference, Jiayuguan, China
2014	Co-Lead Author of the Final Declaration of the 2014 International Conference of Non-Governmental Organizations (NGOs) <i>Re-enchanting the World with the Post-2015 Development Agenda – A collaboration between NGOs and UNESCO</i>
2014	Invited participant to the OECD/CERI International Conference on “ <i>Innovation, Governance, and Reform in Education</i> ,” OECD Headquarters, Paris
2014	Co-Lead Author of the Final Declaration of the Seventh Meeting of the CCNGO/EFA. <i>Realizing The Right To Education Beyond 2015</i>
2014	Invited participant to the International Convention on Science of Learning co-organized by the National Science Foundation (USA), OECD and UNESCO
2013	Invited participant to the Third Regional High-Level Expert Meeting <i>Beyond 2015: Transforming Teaching and Learning in Asia – Pacific</i> , UNESCO, Bangkok

2011	Invited Curriculum Expert for the African Unions to support Curriculum Development of the Science and Technology programs for the Pan African University
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### Additional Volunteer Activities

Year	Organization and Focus of Activity
2015	Chicago Council of Global Affairs, Fostering Global Citizenship in Schools
2015	Wolakota Project addressing teacher attrition in Bureau of Indian Education Schools
2014	Teacher Achievement Program, improving teacher quality in India
2005 - 2008	School Total Health Program, improving rural Teacher Education in India

### Selected Academic Administrative Experiences

#### *Developing a compelling vision for the future direction of education in the US and abroad*

- As the President of the International Council on Education for Teaching, engaging with key executives from AACTE, NAFSA, NBPTS and CAEP on key reform issues including: educator preparation, internationalization of higher education, educator diversity and teacher attrition
- As a member of the International Taskforce on Teachers for Education 2030, collaborating with UNESCO, OECD, Education International, International Labor Organization and the Forum of African Women Educationalist on strategies for implementing the Education 2030 agenda

#### *A record of achievement in building student enrollments at the graduate level*

- As Director of Program Development and Analysis, drew on local and national data to inform the design of a Professional Masters in Education that within a two-year period grew to a level that now attracts over \$1M revenue to the graduate school
- As Associate Dean, collaborated with the VP of Marketing to develop a data informed model for prioritizing new program ideas, segmenting groups of target students and identifying opportunities for portfolio expansion via online and local market development

#### *Capabilities to contribute to the senior academic leadership committees*

- As the Director of Program Development and Analysis, introduced Senior Leadership to a variety of 'growth models' and data sets to assist those seeking to identify suitable locations for community engagement activities and program development initiatives
- As a member of the University's Academic Cabinet, invited by the Vice Provost to serve as a lead author of the University's Annual Academic Report highlighting the effectiveness of student learning and community engagement initiatives linked to the university's strategic plan

#### *Capacity to make critical decisions on academic priorities and the allocation of resources*

- As Associate Dean, collaborated with the VP of Marketing to develop a data informed outreach model to developed a data-informed process for prioritize new program ideas and identifying market opportunities for portfolio expansion via online course development

- As the Director of Program Development and Analysis, worked with the Senior Leadership Team of the University to develop a program prioritization matrix that was used to make data-informed decision on program investments and the reallocation of program resources across the university

#### *An ability to raise the profile of the school and continue to build innovative partnerships*

- As the President of the International Council on Education for Teaching (ICET), raised the profile of the organization with UNESCO and the OECD by securing positions on the Paris-based UNESCO NGO liaison committee and making valued contributions to OECD high level forums
- As the Chair of the ICET Teacher Education Research and Dissemination committee, developed strategic partnerships with UNESCO National Commissions, African-based NGO's and representatives from Ministries of Education to secure four consecutive UNESCO grants

#### *Leading in Diverse Environments*

- As the President of the International Council on Education for Teaching, demonstrated high levels of Cultural Intelligence when delivering projects and forming partnerships in cross-cultural situations involving US, African, European, Australian and Asian partners
- As Chair of Curriculum and Instruction, identified and used context responsive leadership to identify existing faculty strengths to design culturally-sensitive change initiatives that draw on these strengths

#### *Lead effectively based upon consensus building transparency, and candid communication*

- As co-lead on the Provost's Team on Program Innovation, regularly conducted transparency and trust checks with faculty members to co-create a report that was adopted by Academic Cabinet and presented to the Board of Trustees
- As Deputy Director (Academic) Institute for Professional and Organizational Learning, invited faculty engagement in decision making on signature pedagogic principles to maximize buy-in and accelerate the implementation of this initiative

#### *A commitment to sustained engagement with alumni and business and government leaders*

- As Associate Dean, working with the VP of Marketing to create a data informed outreach strategy, informed by the concentration and market segments of alumni in a given zip code, to enhance the effectiveness of graduate recruitment and the relevance of program advisory boards
- As the President of ICET who serves as a US focal point for the International Taskforce on Teachers for Education 2030, regularly engaging with government leaders on the steering committee around the goal of substantially increasing the supply of qualified teachers globally
- As the President of the Global Coalition for Change, engaging with Asia Pacific-based businesses and ambassadors for the Commonwealth to enhance the quality education, advance equity among leaders, and alleviate poverty in Small Islands and Developing States

#### *Faculty Development*

- As Director of the Office of Teaching and Learning, worked with faculty to create six modules tailored to highlight the strengths of faculty and build faculty capacity to address issues identified from the data contained in Noel-Levitz Student Satisfaction surveys



- As a Senior Facilitator for the Early Career Researcher Program, coached faculty and graduate students on how to become active researchers by joining interdisciplinary teams that align personal research interests to university research themes and national funding agendas

## Graduate Courses Taught and Developed

### *National Louis University*

- Curriculum Design and Evaluation
- Instructional Decision Making
- Seminar: Educational Inquiries
- Capstone

### *University of Ballarat*

- Primary Health and Physical Education Curriculum
- Secondary Health and Physical Education Curriculum
- Elementary Professional Experience
- Early Career Teaching Program
- Early Career Researcher Program
- Graduate Certificate of Professional Learning
- Designing Curriculum for Learners and Learning
- Integrated Curriculum Studies

## Recent Research Output 2016 - 2011

### *Conference Presentations*

- O'Meara, J.G.; Eldridge, D.; Middleton, R.; Steever, S.; Simpson, S., MacCleoud, H.; Lavelle, L and Ovenden-Hope T. (2016). Preparing and Supporting Early Stage Teachers to Achieve Quality Teachers for All by 2030. Paper presented at the 60<sup>th</sup> ICET World Assembly, Kingston Jamaica, July, 2016.
- Neisler, O.; O'Meara; J.G.; Kelly, K.; Chisholm, M.; Newman, M; .M.Prata-Linhares, Younie, S.; Svaricek, T.F; and Glover, J. (2015). Higher Education Faculty Development Centers: Challenging Disparities in the Quality of Classroom Practice. Paper presented at the 59<sup>th</sup> ICET World Assembly, Naruto Japan, June, 2015.
- O'Meara, J.G. & Glover, J (2015). The New Normal: Faculty Development in a Global Context. Paper presented at the Higher Learning Commission Annual Conference, Chicago, March, 2015.
- O'Meara, J.G. (2013). The unaccomplished Education goals: Views of high-level representatives of international NGOs from different regions, high level expert panel UNESCO NGO Forum 1, Paris France, September 2013.
- O'Meara, J.G. (2013). Colloquium on Internationalizing Teacher Education Expanding Our Vision: International & Cross-Cultural Experiential Learning for Pre-and In-Service Teachers and

Faculty. Paper presented at the NAFSA 2013 Annual Conference, St Louis, May, 2013.  
O'Meara, J.G. (2013). The MESH Project: Improving the Quality of Learning in Disadvantaged Contexts via Translational Pedagogic Content Knowledge. Paper presented at the 56<sup>th</sup> ICET World Assembly, Thailand Bangkok, April, 2013.

### Books

O'Meara, J.G. (Ed.), Pathways to literate worlds, Oxford: Oxford University Publishing  
O'Meara, J.G., Sillitoe, J. & Spittle, M. (Eds.) (2012). *Internationalization in Higher Education, Global Perspectives on Collaboration and Change*, New York: Nova Science Publishers.

### Chapters

Aleotti-Maia, N.; O'Meara, J.G.; Bloom, D.; and Imig, D. (2016). The International Council on Education: Past, Present and Future. In M.A Flores, and T. Al Barwani (Ed.) *Redefining Teacher Education for the Post-2015 Era: Global Challenges and Best Practices*, New York: Nova Science Publishers.  
O'Meara, J.G. (2014) Catalytic pathways to Literate Worlds. In J.G. O'Meara (Ed.), *Pathways to Literate Worlds*, Oxford: Oxford University Publishing.  
O'Meara, J.G. (2013). Equitable outcomes: A case for retaining an international student presence at Australian regional universities. In J. Shaw (Ed.), *Diversity and Inclusion in Higher Education*, Oxfordshire: Libri Publishing.  
O'Meara, J.G. (2012). The problem of internationalizing higher education research Initiatives. In J.G. O'Meara, J. Sillitoe & M. Spittle (Eds.), *Internationalization in Higher Education, Global Perspectives on Collaboration and Change*, New York: Nova Science Publishers.  
O'Meara, J.G. (2012). Internationalization through research: Problems and processes. In J.G. O'Meara, J. Sillitoe & M. Spittle (Eds.), *Internationalization in Higher Education, Global Perspectives on Collaboration and Change*, New York: Nova Science Publishers.  
O'Meara, J.G. (2012). Developing the internationalization research community of the International Council on Education for Teaching. In J.G. O'Meara, J. Sillitoe & M. Spittle (Eds.), *Internationalization in Higher Education, Global Perspectives on Collaboration and Change*, New York: Nova Science Publishers.

### Articles

O'Meara, J.G, Webster, S. & Steele-Maley (2015). The Contribution of Teacher Effectiveness Maps and The Tactics Framework to Teacher Leader Professional Learning. *Journal of Education for Teaching*.  
Leask, M.; O'Meara, J.G., Younie, S.; & Jones, S. (2013). Re-engineering Research, Teaching and Learning with Digital Technologies: How AAOU Members Might Collaborate for the Benefit of Teachers and Learners in their Societies. *Open Education Research* (6), 42-50.  
O'Meara, J.G. (2011) Australian teacher education reforms: Reinforcing the problem or providing a solution? *Journal of Education for Teaching*. 37(4), 423-433.  
Chazema, J. and O'Meara, J.G. (2011). National and Local Sources of Power: Important Considerations for Teacher Education Reforms in Rural Malawi. *Journal of Education for Teaching*, 37(4), 471-483.

O'Meara, J.G., & MacDonald, D. (2004). Power, prestige and pedagogic identity: a tale of two programs recontextualizing teacher standards. *Asia -Pacific Journal of Teacher Education*, 32(2), 111-129.

*Teacher Education Publications, Australia, New Zealand and Singapore*

- O'Meara J.G. (2016). Professional Strategy Series: *Starting Out Teacher Secondary*. Melbourne: Createl Publishing.
- O'Meara J.G. (2015). Professional Strategy Series: *Starting Out Teacher Primary*, Melbourne: Createl Publishing.
- O'Meara J.G. (2016). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2016). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.
- O'Meara J.G. (2016). Professional Strategy Series: *Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2015). Professional Strategy Series: *Primary Strategy*, Melbourne: Createl Publishing.
- O'Meara J.G. (2015). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2015). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.
- O'Meara J.G. (2014). Professional Strategy Series: *Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2014). Professional Strategy Series: *Primary Strategy*, Melbourne: Createl Publishing.
- O'Meara J.G. (2014). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2014). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.
- O'Meara J.G. (2013). Professional Strategy Series: *Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2013). Professional Strategy Series: *Primary Strategy*, Melbourne: Createl Publishing.
- O'Meara J.G. (2013). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2013). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.
- O'Meara J.G. (2012). Professional Strategy Series: *Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2012). Professional Strategy Series: *Primary Strategy*, Melbourne: Createl Publishing.
- O'Meara J.G. (2012). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2012). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.
- O'Meara J.G. (2011). Professional Strategy Series: *Secondary Strategy*. Melbourne: Createl Publishing.

- O'Meara J.G. (2011). Professional Strategy Series: *Primary Strategy*, Melbourne: Createl Publishing.
- O'Meara J.G. (2011). Professional Strategy Series: *Physical Education Secondary Strategy*. Melbourne: Createl Publishing.
- O'Meara J.G. (2011). Professional Strategy Series: *Physical Education Primary Strategy*: Melbourne: Createl Publishing.

### Conference Proceedings

- Neisler, O.; O'Meara, J.G.; Kelly, K.; Chisholm, M.; Newman, M.; M. Prata-Linhares, Younie, S.; Svaricek, T.F; and Glover, J. (2015). Higher Education Faculty Development Centers: Challenging Disparities in the Quality of Classroom Practice In the International Yearbook of Teacher Education, International Council on Education for Teaching (ICET) Wheeling, Illinois: ICET.
- O'Meara, J.G. (2013). The MESH Project: Improving the Quality of Learning in Disadvantaged Contexts via Translational Pedagogic Content Knowledge. In the International Yearbook of Teacher Education, International Council on Education for Teaching (ICET) Wheeling, Illinois: ICET.
- O'Meara, J. G., & Swan, P. A. (2004). The impact of curriculum in-service programmes: Lessons from the field. In the *International Yearbook of Teacher Education*, International Council on Education for Teaching (ICET) Wheeling, Illinois: ICET.
- Veiga, A. M., Caetano, A. P., O'Meara, J. G., & Flores, A. (2004). *Toward a conceptualization of teacher change: context, processes and factors*. In the *International Yearbook of Teacher Education*, International Council on Education for Teaching (ICET).
- O'Meara, J. G., & Swan, P. A. (2003). The impact of curriculum in-service programmes: Lessons from the field. Paper presented at the International Council of Education for Teachers 48<sup>th</sup> World Assembly, Melbourne.
- O'Meara, J. G. (2003). *Renewing Teacher Education using Regional Roving Leaders at a Teacher Education Annex*. In the *International Yearbook of Teacher Education*, International Council on Education for Teaching (ICET) Wheeling, Illinois: ICET.
- O'Meara, J. G. and Swan P.A. (2002). Designing a research agenda to examine the implementation of the Health and Physical Education Curriculum and Standards Framework II. *Proc. Australian Association for Research in Education. Problematic Futures, Australia, December 1-5, 2002*.

### Grants Activity

Year	Project	Organisation	Budget
2015	Wolakota Teacher Retention	Teach to Lead	\$75,000
2014 - 2016	Basic Education Program	UNESCO / ICET / Sultanate of Oman	\$15,000
2012 - 2014	African STEM Badges	UNESCO / ICET	\$15,000
2010 - 2012	Healthy African Schools (Swaziland)	UNESCO / ICET	\$15,000

2009	Classroom Connections (Kenya, Uganda, Tanzania, Zambia, Malawi Mozambique, South Africa, Swaziland, Lesotho)	AusAID	\$110,000
2008 - 2010	Classroom Connections (Malawi, Uganda, Zambia)	UNESCO / ICET	\$24,000
2005 - 2008	Schools Total Health Project	State Department of Health, Tamil Nadu, India	\$820,000
2003 - 2005	Out of School Hours Sports Program Evaluation	VicHealth and the Australian Government Sports Commission	\$120,000

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Marc A. Nigliazzo, Ph.D., President  
Texas A&M University-Central Texas

**Subject:** Appointment of Dean of the College of Education

### **Proposed Board Action:**

Appoint Dr. Edward L. Hill, Jr. as Dean of the College of Education at Texas A&M University-Central Texas (A&M-Central Texas), effective immediately.

### **Background Information:**

System Policy [01.03, \*Appointing Power and Terms and Conditions of Employment\*](#), requires that the Board of Regents shall appoint deans of system member universities.

After conducting a nationwide search, Dr. Edward L. Hill, Jr. is recommended for the position of Dean of the College of Education at A&M-Central Texas. The search committee received and reviewed 27 applications and campus interviews were conducted with three candidates. Dr. Hill brings to the position administrative and academic experience commensurate with the responsibilities.

As Dean of the College of Education, Dr. Hill will assume responsibility for providing leadership for a broad range of both academic and non-academic matters. Dr. Hill will serve as the chief academic officer for the college. Congruent with the university mission and core values, the College Dean provides collaborative leadership on behalf of the college, maintains a collegial environment, and ensures that the college functions efficiently, effectively, and in accordance with A&M-Central Texas rules and standard administrative procedures and system regulations and policies. The College Dean reports directly to the Provost/Vice President of Academic and Student Affairs and is responsible for the academic, personnel, financial, and administrative affairs of the college. The dean is also responsible for communicating the vision and goals of the college to community and professional constituencies.

A copy of Dr. Hill's curriculum vitae is attached.

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

President Nigliazzo recommends an initial salary of \$134,000 for Dr. Hill.

Agenda Item No.

**TEXAS A&M UNIVERSITY-CENTRAL TEXAS**

Office of the President

June 6, 2016

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

Subject: Appointment of Dean of the College of Education

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Edward L. Hill, Jr. is hereby appointed Dean of the College of Education at Texas A&M University-Central Texas, at an initial salary of \$134,000.”**

Respectfully submitted,

Marc A. Nigliazzo, Ph.D.  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Edward L. Hill, Jr.  
 Title: Dean, College of Education  
 Salary: \$ 134,000

## External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	Dean of Education (San Antonio, TX)	\$129,651
2.	HigherEdJobs.com	Dean Education	\$137,573
3.	TexasTribune.org	Dean, College of Education UTPA	\$144,099
4.	TexasTribune.org	Dean, College of Education TSU	\$153,000
5.			

## Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Jerry Jones, Ph.D.	Dean, College of Arts and Sciences	\$125,000
2.	Charles L. Garner, Ph.D.	Dean, College of Business Administration	\$135,000
3.	Jeffrey L. Kirk, Ph.D. (Former Dean)	Dean, College of Education	\$120,000
4.			
5.			

Comments, if necessary:



**Curriculum Vitae  
Edward Louis Hill Jr.**

**Leadership Experience**

- Fort Valley State University, Associate Professor, Dean, College of Education (2011-present)
- Fort Valley State University, Associate Professor, Dean, Graduate Studies Education (2013-2014)
- Georgia College State University, Assistant Professor, Program Director (2009-2011)

**Responsibilities and Accomplishments:**

As Dean of the College of Education of a comprehensive agricultural research-intensive campus of 2600 students, I provide leadership for:

- Continuing academic quality assurance, regional accreditation (through the Commission on Colleges of the Southern Association of Colleges and Schools) and professional accreditation National Council for Accreditation of Teacher Education/Council for the Accreditation of Educator Preparation
- College and University-wide planning and performance accountability, through an innovative and sector leading integrated planning process including strategic, budget, enrollment, capital and campaign planning
- College budget planning and foundation development
- Fundraising through the University's Foundation campaign and serve on the Foundation's Executive Committee
- Coordination and collaboration with the Middle Georgia RESA Board of Control
- Collaboration with Georgia Professional Standards Commission and their taskforces/workgroups
- Oversight of seven departments including Graduate School and Teacher Certification
- Faculty recruitment, hiring, development, retention, tenure, and promotion
- Working in partnership with Faculty Senate to further advance the University
- Collaboration with the academic support units, including the libraries, the Office of Student Success, the Office of Institutional Effectiveness, Academic Program Review, Enrollment Management, Graduate and International student admissions, financial aid and the registrar
- Building seamless articulation with the Office of General Counsel, Government Affairs, Compliance, Marketing and Communications, and Intercollegiate Athletics
- Collaboration with Dean's Council to establish university academic policies and procedures
- Establish institutional priorities in collaboration with Vice President of Business and Finance, Development & Alumni Affairs, Information Technology, Student Affairs and area technical colleges.
- Significantly expanded scholarly productivity. Served on committee to revise tenure and promotion guidelines to effectively "raise the bar" on faculty performance

- Pioneered the infusion of technology into the classroom delivery and introduce the first online education course to be delivered in an asynchronous format within the College of Education. Forge partnership agreement with Apple for faculty and student training and development
- Established three state of the art smart classrooms for the enhancement of pedagogy and licensure exam preparation
- Forged relationship with ETS to establish the College of Education as a testing center for GACE testing

### **Responsibilities and Accomplishments:**

As Dean of the College of Graduate Studies and Extended Education provided leadership for-

- Strategic planning (academic college/departments) profiles, enrollment/retention, planning and management), performance assessments and accountability
- Liaison to State-wide groups: Warner Robins Chambers of Commerce, Peach County Chamber of Commerce, Middle Georgia Board of Controls, Georgia Department of Education, Professional Commission Standards
- Establish decision support-data analysis and institutional reporting; institutional effectiveness; scheduling and space utilization
- Review of faculty tenure/promotion applications
- Mitigation of student grievances
- Extended education engagement and initiatives
- Office of Graduate Studies and Student Success including academic tracking; center for academic advisement; university experience; career center; community college relations; academic support services
- Council of Deans Coordinator/Liaison /Annual Evaluation activities
- Provost's Liaison with General Counsel all academic matters
- Assumed university-wide leadership role with regard to Chair's Council; helped to create, design, and implement an Enrollment Management Growth Plan

### **Responsibilities and Accomplishments:**

As a faculty member and program coordinator at Georgia College and State University I provided leadership for:

- Established an educational leadership development program focusing on Leadership for School Change Performance-Based program
- Worked directly with University's President/Provost on a variety of projects including Minority Student Retention, President's Commission on Diversity, and Director of the African American Male Initiative (AMMI)

### **Education**

- Ed.D South Carolina State University, 2005
- M.Ed. Columbia College, 2003
- B.A. Morehouse College, 1993

### **Honors and Awards**

- Wildcat Humanitarian Award Fort Valley State University, 2015
- Most Submitted Grant Proposal, Office of Sponsored Programs, FVSU, 2015

- Flagg Social Justice Award, 2011
- President's Commission on Diversity Award, 2010
- Who's Who Among American Colleges and Universities Faculty, 2010
- Teaching featured on WIS TV and South Carolina Educational Television, 2007
- Model Teacher for the Center of Excellence for the Education and Equity of African American Students (CEEEAAS), 2004-2006
- Outstanding Teacher USC Trio Program, 2001, 2003
- Teacher of the Year Richland School District Two, 1999-2000
- Top Ten Finalist National Teaching for Excellence, Chevrolet, 2000
- Outstanding Young Man of America, 1998
- Voted by the State Newspaper as *Top Ten Future Leader of South Carolina*, 1997

### **Leadership Training and Development**

- Executive Leadership Institute Scholar University of Georgia System, 2013-2014
- William R. Harvey Leadership Institute Scholar: Road to the Presidency, 2013-2014
- AABHE Leadership and Mentoring Institute Scholar, 2010-2011

### **Research and Scholarly Activities**

Murty, Fields, Herd-Clark, & **Hill E. L.**, (2013)

Congressional Progressive Caucus Agenda: Challenges and Opportunities for 2012 Elections.

Race Gender and Class Journal: Southern University at New Orleans: University of New Orleans

Boutte, G. S., & **Hill, E.** (2006). African American communities: Implications for educators. *New Educator*, 2, 311-329.

Boutte, G. S., & **Hill, E. L.** (2006, July). African American barbershops: If schools were like barbershops. *School Talk*. Urbana, IL: National Council of Teachers of English.

### **Preparing Pre-Service Educators in Ethical Decision Making Using Innovative**

**Instructional Strategies and Assessment** (with Anne Marie Fenton, Dr. Sharon Hixon, and Representatives for Educational Testing Service) American Association of Colleges for Teacher Education. April 26, 2016.

**Standard 3.1: A Case Study of Past Present and Future Efforts to Diversify the Teacher Workforce** *CAEPCON Conference, Washington DC*. October 2015.

**A Dean's Perspective on Promoting Academic Achievements of Diverse Candidates: Using an Evidence Based Approach**, *CAEP Conference, Atlanta, Georgia*, March 2014.

**NASA NICE Climate Change Education: Best Practice for Incorporating Climate Change Pedagogy**, *American Geophysical Union, Fall Meeting, San Francisco, California*. December 12, 2013.

**Deconstructing Trayvon Martin: Helping Prospective Teachers Read between the Lines as They Confront Class in the Classroom and Teach Social Justice** (with Dr. Meigan Fields, Dr. Greg Green) National Association of African American Studies, Orlando, Florida. June 28, 2012.

**Hoes and Homos: Analysis of African American Males through the Lens of Reality Television in the Era of Obama** (with Dr. Herd-Clark, Meigan Fields) National Association of Race, Gender and Equity, New Orleans, Louisiana. January 15, 2012.

**Diplomacy: The Unspoken Procedures for African Americans in the Real World** (with Meigan Fields) Fort Valley State University, Fort Valley, Georgia. January 28, 2012

**Engaging African American Males in the Twenty-First Century Academic Arena** (with Dawn Herd-Clark, Meigan Fields) Governor's Teaching Fellows, Institute of Higher Education, University of Georgia, Athens.

**"Reclaiming our Destiny Forging Ahead"** Keynote Address  
Tribute to Leaders: Black Teen Symposium Harper College Palatine, IL. February 18, 2011.

**"Our Race...To the Top- Reclaiming Our Role as Leaders in Education"** Keynote Address  
College Board 22nd Annual College Board Historically Black Colleges and Universities Conference, Atlanta GA. September 27, 2010.

**Is it a Crack or Crevice: Creating Opportunities and Closing the Achievement Gaps for African American Males to Participate in Advance Placement Classes**, Keynote Address San Diego Consolidated School District 5. San Diego, CA. November 2010.

**How Can You Teach Multicultural Education if You're Not a Multicultural Person: Examining Ourselves to better prepare teachers for 21 Century Classrooms** National Conference on Race & Ethnicity in American Higher Education (NCORE) San Diego, California. June 5, 2011.

**Cultural Responsiveness in Teacher Education: Helping Teachers to S.O.A.R. while Exploring Strategies to Prepare Majority Teachers for Successful Instruction of Students of Color** (with Rebecca McMullen & Yves-Rose SaintDic). National Conference on Race & Ethnicity in American Higher Education (NCORE) National Harbor, Maryland. June 2, 2010.

**The Barber's Edge: The Study of African American Barbershops and Its Role and Influence on the Academic Performance of African American Males.** Dream Deferred Conference, College Board. Atlanta, GA.

**African American communities: Implications for culturally relevant teaching.** Association for Childhood Education International, Atlanta, GA. March 26-28, 2008.

**African American communities: Implications for culturally relevant teaching.** (with Gloria Boutte). Annual Conference of the Centre for Equity and Innovation in Early Childhood. Melbourne, Australia. November 17, 2006.

**Making culture central in teaching.** (with Ronnie Hopkins & Gloria Boutte). Association for Childhood Education International (ACEI). Washington, DC. March 25, 2005.

**How standardized tests undermine the legitimacy of diversity in teacher education programs and P-12 Schools.** National Association of African American Studies. (with Ronnie Hopkins, Gloria Boutte, & Cynthia Cash-Greene). Houston, TX. February 18, 2003.

**Failing the test: How the testing craze affects prospective African American teachers and African American students** (with Cynthia Cash-Greene, Gloria Boutte, & Ronnie Hopkins).  
2002 National Network for Educational Renewal. Parsippany, NJ, October 25, 2002.

**Funded Research and Grants**

**The Impact of Culturally Relevant Teaching on African American Male Achievement 2009**

Funding Source: Office of Equity and Diversity Georgia College and State University

Funding Level: \$1000.00

**Creating Excellence for the Education and Equity of African American Students 2010**

Funding Source: Faculty Grant Georgia College and State University

Funding Level: \$1000.00

**African American Male Initiative 2010**

Funding Source: The Board of Regents of the University of Georgia

Funding Level: \$30,000.00

**African American Male Initiative 2011**

Funding Source: The Board of Regents of the University of Georgia

Funding Level: \$30,000.00

**Improving Student Outcomes in Teacher Education and Stem (Science, Technology, Engineering and Mathematics 2012(continued funding)**

Funding Source: Title III Part B

Funding Level: \$125,000

**Gear Up College Access Grant 2013 (continued funding)**

Funding Source: Bibb County

Funding Level: \$50,000.00

**Challenge College Access Grant/Near Peer 2014**

Funding Source: University of Georgia System

Funding Level: \$11,000.00

**Teacher Quality Enhancement Grant 2014**

Funding Source: Georgia Professional Standards Commission

Funding Level: \$10,000.00

**Gear Up College Access Grant 2015**

Funding Source: Bibb County

Funding Level: 80,000.00

**Intern Keys Enhancement Project 2015**

Funding Source: University of Georgia College of Education

Funding Level: \$9,000.00

**STEM Teacher Preparation Enhancement Grant 2016**

Founding Source: University of System of Georgia

Funding Level: \$8,000.00 planning grant

## **Field Placement Enhancement Grant 2016**

Funding Source: Live Text

Funding Level: \$4,000.00

### **Instructional Activities**

Throughout my academic career my instructional assignments have been concentric with the foundations of education. I have helped students examine the tenements of the history of education while exploring the ideals of culturally relevant pedagogy with the infusions of social justice. I require my students to examine the social cultural issues of education through the lens of critical theory. My instructional responsibilities range from Introduction to Education to methods courses in Public School Law as well as Public School Business and Finance.

As dean I remain connected to my love for teaching. I teach two courses per academic year. I maintain my faculty status by teaching one undergraduate course as well as one graduate course. My leadership in school improvement and culturally relevant pedagogy is my must proud accomplishment. I have embarked on preparing proficient educators for the global world. The expansion of services provided by Apple within the College of Education has been extremely effective. My established partnerships with Apple have helped me to leverage the newest emerging technologies to enhance student success, attainment, and advancement.

### **Service and Engagement Activities**

#### **University:**

##### Fort Valley State University

Coordinator and Program Chair, Middle Georgia Student Diversity Conference, 2010-2014

Chair, Provost Search Committee, 2013

Chair, Dean of Graduate Studies Search Committee, 2013

Chair, Dean of Arts and Science Search Committee, 2012

Council of Deans, 2011-present

Student Affairs Retention Task Force, 2012-2014

Enrollment Management Team-Student Academic Progress, Co-Chair, 2011-2014

Strategic Planning Team, 2013-2015

FVSU Foundation Board Scholarship Luncheon Committee Member 2013-present

NCAA Compliance Review Committee, 2010-present

John W. Davidson Lecture Series Committee Member, 2010-present

### Georgia College and State University

President's Diversity Commission, 2008-2010

President's Strategic Communications Team, 2008-2010

Minority Recruitment Committee, 2008-2010

African American Student Retention Committee, 2008-2010

Student Judicial Committee, 2008-2009

MLK Observance and Celebration Committee, 2008-2009

Steering Committee for SACS regional accreditation, 2008-2010

### Benedict College

Field Placement and Professional Development Coordinator, Program Director of the Call Me Mister Program, and Lecturer 1999- 2005

Quality Enhancement Plan (QEP) Steering Committee, 2003-2005

President's Academy of Advisors 2003-2006

International Students, Programs and Services Committee, 2006-2008

Kwanzaa Community Festival Committee, 2006-2008

### Professional:

Chair, Georgia HBCU Teacher Preparation Council, 2013-present

NADEC Committee Member, 2013-present

Journal of African American Male (JAAME) Peer Reviewer, 2012-present

SACSCOC Accreditation Reviewer, 2014-present

NCATE Board of Examiner, 2012- present

### Community:

Board of Director's, Marvin Ingram Educational Foundation, 2012- present

Board of Director's, South Carolina College Access Network, 2010-present

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Ray M. Keck, III, Ph.D., Interim President  
Texas A&M University-Commerce

**Subject:** Appointment of Dean of University College

### **Proposed Board Action:**

Appoint Dr. Tabettha Adkins-Shato as Dean of University College at Texas A&M University-Commerce (A&M-Commerce), effective immediately.

### **Background Information:**

System Policy [01.03, \*Appointing Power and Terms and Conditions of Employment\*](#), requires that the Board of Regents shall appoint deans of system member universities.

After conducting a nationwide search, Dr. Tabettha Adkins-Shato is recommended for the position of Dean of University College at A&M-Commerce. The search committee received and reviewed two applications and on-campus interviews were conducted with both candidates. Dr. Adkins-Shato brings to the position administrative experience commensurate with the responsibilities.

In the Dean of University College role, Dr. Adkins-Shato will assume responsibility for providing leadership to fulfill the University College mission to provide students entering the university with academic guidance, enhanced core curriculum experiences, and facilitation of contact with student services. Dr. Adkins-Shato will oversee the Success Coaches, the Office of Student Assessment and Evaluation, and in conjunction with the Department of Mathematics, the Developmental Math & Skills Center. In addition, she will work with the Department of Literature and Languages to facilitate the Developmental Education in Reading and Writing Program, and she will lead the First-Year Success Seminar Program and the Freshman Leadership Class.

A copy of Dr. Adkins-Shato's curriculum vitae is attached.

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

Interim President Keck recommends an initial salary of \$87,500 for Dr. Adkins-Shato.



Agenda Item No.

**TEXAS A&M UNIVERSITY-COMMERCE**

Office of the President

June 21, 2016

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

Subject: Appointment of Dean of University College

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Tabettha Adkins-Shato is hereby appointed Dean of University College at Texas A&M University-Commerce, at an initial salary of \$87,500.”**

Respectfully submitted,

Ray M. Keck, III, Ph.D.  
Interim President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Tabetha Adkins-Shato  
 Title: Dean of University College  
 Salary: \$ \$87,500

**External Market Data:**

	Survey Name	Survey Job Title	Survey Annual Salary
1.	TX Tribune:University of Houston-Downtown	Dean University College	\$114,161
2.	TX Tribune: Texas State University	Dean University College	\$161,288
3.			
4.			
5.			

**Internal Salary Data:**

	Incumbent Name	Job Title	Annual Salary
1.	Dina Sosa-Hegarty - TAMU-Commerce	Dean of Enrollment Mgt & Retention	\$98,880
2.	Raymond Green - TAMU-Commerce	Dean of Honors College	\$125,640
3.	Ricky Dobbs - TAMU-Commerce (Former)	Dean of University College	\$134,640
4.			
5.			

**Comments, if necessary:**

**Tabetha Adkins-Shato**

Associate Professor of English  
Department of Literature and Languages  
Texas A&M University-Commerce

**EDUCATION**

Ph.D. Rhetoric and Composition, University of Louisville, May 2009.

Graduate Certificate, Women's & Gender Studies, University of Louisville, 2009.

M.A. English, University of Louisville, 2005.

B.A. English, Marshall University, 2003.

**ACADEMIC POSITIONS**

**Texas A&M University-Commerce (2009- present)**

Associate Professor (2015-present)

Assistant Professor (2009-2015)

**University of Louisville (2003-2009)**

Graduate Teaching Assistant (2003-2009)

**Bellarmino University, Louisville, KY. (2006)**

Adjunct Instructor of English (2006)

**LEADERSHIP EXPERIENCE**

Chair, Freshman Success Seminar Task Force, 2015-2016 Accomplishments: (Currently)

Leading a committee of faculty and staff toward revising the curriculum for Freshman Success Seminars. Revising curriculum to reflect current needs of students (like financial literacy, health and wellness, study skills, registration, etc.) and to meet needs of the university (Title Nine, Global Competency, et cetera.).

Chair, Quality Enhancement Plan Committee, 2015-present Accomplishments: Assisted with marketing strategies, worked with Executive Director of QEP to make decisions regarding funding, earned Global Fellow status, represented QEP at two national conferences, worked with students to help build ePortfolios toward the goal of becoming Global Scholars.

Director of First-Year Writing, 2010-2016

Accomplishments: Overhauled curriculum every 2 years, mentored new teachers, supervised up to 30 instructors at a time, met with students to

solve problems and dissolve conflict, implemented regular instructor observation schedule, implemented peer observation programs, implemented peer mentoring programs, authored two textbooks for curriculum, co-authored one textbook with graduate student instructors, secured funding through grant to update technology for classrooms.

Director of Basic Writing, 2009-present

Accomplishments: Revised curriculum to reduce tuition costs and unnecessary course work for students (mainstreaming with support model), overhauled curriculum, collaborated with colleagues within college to create shadowed instruction program for students in Global Frontiers program.

Director of the University Writing Center, 2009-2011

Accomplishments: trained and supervised 15 tutors, implemented Tutor of the Year Award, collaborated with colleagues across campus including Hispanic Affairs and TRIO Programs to create programming for students, worked with students who came to the center for tutoring.

Assistant Director of Composition, University of Louisville, 2007-2009 Accomplishments: overhauled program website, assisted in scheduling courses, created professional development workshops, met with students who had grievances with instructors, created searchable database for private library holdings.

Assistant Director, The Thomas R. Watson Conference in Rhetoric and Composition, The University of Louisville, 2007-2008

Accomplishments: coordinated with director to arrange panels, arrange travel accommodations, chose conference reception sites, create featured panels, anticipate and order technology needs for conference, communicate with attendees and presenters.

Assistant Director of the University Writing Center, The University of Louisville, 2005-2007

Facilitated the online writing center, mentored new tutors, created Tutoring To Teaching Mentor Program, worked with students who came to the center for tutoring, created and facilitated professional development workshops.

## **RELEVANT PROFESSIONAL DEVELOPMENT**

Intern to the Dean of University College, Dr. Ricky Dobbs. Texas A&M University- Commerce. Fall 2014.

Advancement Via Individual Determination (AVID) Summer Institute. Dallas, Texas. June 21-25, 2010.

## **COURSES TAUGHT**

Texas A&M University-Commerce, 2009-present

ENG 202- Multi-Ethnic Literature

GDRS 300- Introduction to Gender Studies

ENG 333- Advanced Academic Writing

ENG 333H- Advanced Academic Writing for Honors Students

ENG 355- Women Writers

ENG 341- Technical Writing

ENG 497/597- Special Topic: Virginia Woolf

ENG 513- Learning Through Composing- Collaborative Writing

ENG 515- History of Rhetoric: Women's Activism in the United States

ENG 615- Professing English

ENG 675-Teaching College Reading and Writing

ENG 677- Argumentative Discourse  
ENG 697- Special Topics: Methodologies for the Study of Writing  
ENG 776- Approaches to the Teaching of Writing  
ENG 780-Texts & Genders: Virginia Woolf and Trauma Writing

University of Louisville, 2003-2009 (as graduate teaching assistant- teacher of record)

ENG 101- Introduction to College Writing  
ENG 102- Research Writing  
ENG 306- Business Writing  
WGST 201- Introduction to Gender Studies  
ENG 373- Women in Literature

Bellarmine University, 2006 (as adjunct instructor)

ENG 101- Expository Writing

## **SERVICE TO STUDENTS**

Faculty-Led Study Abroad to Sweden, June 2016. (Forthcoming.)

Sponsor, Sigma Tau Delta English Honor Society. June 2014- present. (Chosen by student membership.)

Regents Scholars Study Abroad Faculty. Traveled with 20 students to Bayeux, France; Paris, France; Munich, Germany; Salzburg, Austria; and London, United Kingdom. (24 days.) June 2015.

Regents Scholars Global Research Presentations Evaluator, Spring 2015 and Spring 2016.

### *Doctoral Dissertations Directed*

Terry Nugent, In progress

Khimen Cooper, In progress

Rachel Cantrell, "Social Media Users and Competing Literacy Sponsors in the Occupy Wall Street Movement."

Laura McBride, "The Fall of a Nation: Prescribed Curriculum, Literacy, and The Pedagogy of Reading and Writing." In progress.

d'Andra White, "(In)Between Two Cultures: An Ethnographic Study of the Literacy Practices of Two Messianic Synagogues." In progress.

Angela Strickland, "Literacy in the Home(School): An Ethnographic Study of Homeschool Literacy Education As Viewed through the Lens of Critical Pedagogy." In progress.

Stephen Whitley, "'Dog Whistle' Rhetoric: Pedagogy and the Coded Language of Modern American Politics." Graduated August 2014.

### *Masters Projects Directed*

Angel Martinez, "Student Protest and Critical Pedagogy: A Plea to Combine The Two." Summer 2015.

Jessica Coe, "Sugar and Spice and Everything...Heroic: An Analysis of the Female Hero." May 2014.

Khimen Cooper, "'Composing' Herself: Identity, Rhetoric, and Body Modification of the Modern American Woman." May 2013.

Ashley Parker. "Working Together: Collaborating to Read and Write. Spring 2012.

### *Undergraduate Projects Directed*

Grace Campbell, in progress

Patricia Dodson, in progress

Samantha Weeks, in progress

Julia Gessner, "Walking the Line: A Rhetorical Comparison of Left and Right Media in the 2016 Presidential Election" In progress.

Jonathan-Blake Emil Zananiri, "Toward a Framework for International Education Through the Lens of Higher Education Educators at Countryside University." Honors Thesis Fall 2015.

Amanda Davis, "Men and the Media: Portrayals of Masculinity in Advertising." McNair Scholars Project 2013-2014.

Randi Haefel, "An Ethnographic Analysis of the Struggles and Priorities of Medical Missionaries Serving in the Dominican Republic." Honors Thesis Spring 2012

## **UNIVERSITY AND DEPARTMENTAL SERVICE**

### **Texas A&M University- Commerce**

Search Committee, Director of Gender Studies. 2015.

Search Committee, Dual Credit English Instructor for Commerce ISD and Royse City ISD. January 2016.

Search Committee, University College Success Coaches. (3 positions.) Fall 2015.

Mentor to three tenure-track faculty members in the College of Humanities, Social Sciences, and Arts. Chosen by Assistant Dean of the College.

Chair, Quality Enhancement Plan (QEP) Committee. Spring 2015-present.

Member, Undergraduate Academic Admissions Appeals Committee. Fall 2014- present.

Search Committee, Assistant Professor of Liberal Studies. 2015.

Search Committee, University College Success Coaches. (2 positions.) Fall 2014.

Invited Speaker, Qualitative Methodology, Dr. Yvonne Villanueva-Russell, February 11, 2014.

University Studies Assessment Team, University College. Rubric Coach. 2013- present.

Consultant, Hunt County Schools, College Readiness Program. 2014.

Search Committee, Dual Credit English Instructor for Commerce ISD and Royse City ISD. August 2013.

Invited Speaker, Texas A&M University-Commerce Libraries Faculty Pub April 2013.

Search Committee, Assistant Professor of American Literature, Department of Literature and Languages. 2012.

Member and Chair, Faculty Development Leave Committee. 2009-2015. (Chair 2010-2011 and 2013-2014.)

Student Scholarship Committee, Department of Literature and Languages, 2013- 2015.

Member, College of Humanities, Arts and Social Sciences Grade Appeal Committee. Fall 2012- present.

Assessment Committee, Department of Literature and Languages, 2012-2014.

Participant, "Authentic Ads." Featured as an outstanding student's favorite professor. (student: Khimen Cooper) 2011.

Member, Graduate Faculty. Fall 2011- present.

Reader and Judge, Freshman Success Seminar Essay Competition. Fall 2010.

Invited Speaker, Honors Colloquium. Fall 2010.

Invited Speaker, Hispanic Outreach Office. Fall 2010.

Member, Institutional Review Board (IRB). 2010-2012.  
Assessment Committee, Department of Literature and Languages, 2010-2012.  
Writing Studies Committee, Department of Literature and Languages, 2009-present. Chair since 2010.

### **SERVICE TO DISCIPLINE**

Peer Reviewer, *Radical Pedagogy*. 2014.  
Peer Reviewer, Bedford St. Martin's Press. 2012.  
Peer Reviewer, Oxford University Press. 2011.  
Editorial Board, *Basic Writing e-Journal (BWe)*. 2009-present Conference on Basic Writing Executive Board. 2009-2010.  
Contributor, CompPile Indexes at <http://comppile.tamucc.edu/index.php>. 2007- 2011.  
Academic Writing Advisor, Cabell County High Schools. Huntington, West Virginia. 2002-2003.

### **AWARDS AND RECOGNITIONS**

Global Fellow. Texas A&M University- Commerce. August 2015.  
Professor of the Year, Hunt and Hopkins County African American Leadership Council. 2013.  
Junior Faculty Research Award. Texas A&M University- Commerce. Spring 2011.  
CCCC Chairs' Memorial Scholarship. Conference on College Composition and Communication. 2009.  
M. Celeste Jackson Nichols Professional Development Award. University of Louisville Women's Center. 2007.  
John Sweetland Award. National Conference on Peer Tutoring in Writing. 2006.  
Maier Writing Award. Upper Division Non-Fiction. Marshall University. 2003.

### **PUBLICATIONS (REFEREED)**

Adkins, Tabetha. "Social Spill: A Case-Based Analysis of Social Media Data Collection." *Social Writing/ Social Media: Pedagogy, Presentation, and Publics*. Eds. Stephanie Vie and Douglas Walls. Forthcoming.  
Adkins, Tabetha. "Literacy as a Legislative and Judicial Trope." *Literacy in Composition Studies* 2.2. November 2014. 77-87.  
Adkins, Tabetha. Critical Pedagogy. In *Encyclopedia of Action Research*. Eds. David Coghlan and Mary Brydon-Miller. Los Angeles: Sage, 2014. Print. 211-215. [solicited]  
Journet, Debra, Tabetha Adkins, Chris Alexander, Patrick Corbett, and Ryan Trauman. "Digital Mirrors: Multimodal Reflection in the Composition Classroom." *Multimodal Composition: A Critical Sourcebook*. Ed. Claire Lutkewitte. Boston: Bedford St. Martin's P, 2014. Print. [Reprinted from 2008 publication.]

Adkins, Tabetha and Connie Meyer. "Seoul Searching: Transitioning Basic Writers within the Global Frontiers Project." *Composition Studies* 42.1. May 2014. 79-96.  
Adkins, Tabetha. "Researching the 'Un-Digital': Methodological Reconsiderations for Community Literacy Research." *Community Literacy Journal, Special Issue on Digital Technology*. Fall 2011. (Came out February 2013.) [solicited]

- Adkins, Tabettha. "'The English Effect' on Amish Language and Literacy Practices." *Community Literacy Journal* 5.2, Spring 2011. (Came out Spring 2012.)
- Adkins, Tabettha. "Popular Culture as a Sponsor of Literacy: Confronting the *CLASH! BOOM! POW!* in the Basic Writing Classroom." *CLASH!: Superheroic Yet Sensible Strategies for Teaching Students the New Literacies Despite the Status Quo*. Eds. Sharon Spencer and Sandra Vavra. Charlotte, NC: Information Age Publishers. 2011. [solicited]
- Adkins, Tabettha. "The (Un)Importance of a Preposition: How We Define and Defend Writing Center Work." *The Writing Lab Newsletter* 36.1-2. September/October 2011.
- Carter, Shannon, Tabettha Adkins, and Donna Dunbar-Odom. "The Activist Writing Center." *Computers and Composition Online*. Spring 2011. <http://www.bgsu.edu/cconline/>
- Adkins, Tabettha. "'To Everyone Out There in *Budget Land*': The Narrative of Community in the International Amish Newspaper, *The Budget*." *Issues in Writing* 18.1. Spring/Summer 2010.
- Adkins, Tabettha. "A Label Like Gucci, Versace, or Birkenstock: *Sex and the City* and Queer Identity." *Televising Queer Women*. Ed. Rebecca Beirne. New York: Palgrave, 2008. 109-119.
- Journet, Debra, Tabettha Adkins, Christopher Alexander, Patrick Corbett, Debra Journet, and Ryan Trauman. "Digital Mirrors: Multimodal Reflection in the Composition Classroom." *Computers and Composition Online*. Spring 2008. [http://www.bgsu.edu/cconline/Digital\\_Mirrors/](http://www.bgsu.edu/cconline/Digital_Mirrors/)

## **TEXTBOOKS**

- Mary J. Couzelis, J.D. Isip, and Tabettha Adkins, eds. *Problem Posing: Readings for Democratic Learning*. Southlake, TX: Fountainhead Press, 2013.
- Adkins, Tabettha, ed. *The Writing Program at Texas A&M University-Commerce*. Southlake, TX: Fountainhead Press, 2011.
- Adkins, Tabettha, ed. *Ethnographic Inquiries in Writing*. Southlake, TX: Fountainhead Press, 2010.

## **PRESENTATIONS**

- "'The Cookie Lobbyist' and Strategic Activism for Water Safety in West Virginia." Conference on College Composition and Communication. Houston, TX. April 2016.
- "High Energy Practices (HEPs) for Quality Enhancement Plans (QEP's)." with Shonda Gibson. Southern Association of Colleges and Schools Commission on Colleges. Houston, TX. December 2015.
- "Appropriate[ing] Methodology: The Methodological Legacy of Carol Mattingly." Feminism(s) and Rhetoric(s). Tempe, AZ. October 2015.
- "Assessing Global Learning: Incorporating and Evaluating Global Perspectives." With Shonda Gibson and Christi Hunter. Two-part workshop. American Association of College and Universities. Ft. Lauderdale, FL. October 2015.
- "Risk in Representation: West Virginians Responding to the Freedom Industries Chemical Spill of 2014." Conference on College Composition and Communication. Tampa, FL. March 2015.
- "Listening and Responding to the Victims of the 2014 West Virginia Water Crisis." Thomas R. Watson Conference on Rhetoric and Composition. Louisville, KY. October 2014.
- "'Expect Us': Hacktivism Toward a World of Open Access and Literacy Sponsorship in the Group 'Anonymous.'" Conference on College Composition and Communication. Indianapolis, IN. March 2014. [Featured Panel.]



- “Community and Self: Amish Women Newspaper Scribes.” Feminism(s) and Rhetoric(s). Stanford University, CA. September 2013.
- “Making Use of Public Work: Characterizations of Literacy in the United States Supreme Court.” Conference on College Composition and Communication. Las Vegas, NV. March 2013.
- “The Global English Effect on Amish Language and Literacy Practices.” Globalization and the Humanities: Texas in the World. Commerce, TX. November 2012.
- “Seoul Searching: Transitioning Basic Writers Within The Texas A&M University- Commerce/ Konkuk University Frontiers Project—Panel Discussion.” Globalization and the Humanities: Texas in the World. Commerce, TX. November 2012.
- “The Voting Rights Act and Judicial Economies of Literacy.” Thomas R. Watson Conference on Rhetoric and Composition. Louisville, KY. October 2012.
- “Judicial Gateways: The Supreme Court’s Vexed Relationship with Literacy Tests.” Conference on College Composition and Communication. St. Louis, MO. April 2012.
- “Losing Their Religion: The Problem of Lost Language, Literacy Practices, and Local Relations Among the Amish.” Conference on College Composition and Communication. Atlanta, GA. April 2011.
- “Worked Over and Working for Change: The Struggle for/of Agency Among Disenfranchised English Users.” Thomas R. Watson Conference on Rhetoric and Composition. Louisville, KY. October 2010.
- “‘Pay It Forward’ Literacy Sponsorship: Remixing the Mainstream Model.” Conference on College Composition and Communication. Louisville, KY. March 2010.
- “‘Making Waves’ In Communities We Study: Ethnographic Research Ethics and Amish Values.” Conference on College Composition and Communication. San Francisco, CA. March 2009.

## **GRANTS**

- Comprehensive Student Success Program. College Access Challenge Grant.  
Tabetha Adkins, Shannon Carter, Wendy Gruver, Darla Heath, Debra Newton, Kasai Un,  
and Pamela Webster, Debra Newton.  
\$279,305 award.

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** Steven H. Tallant, President  
Texas A&M University-Kingsville

**Subject:** Appointment of Dean of the College of Arts and Sciences

### **Proposed Board Action:**

Appoint Dr. Dolores Guerrero as Dean of the College of Arts and Sciences at Texas A&M University-Kingsville (Texas A&M-Kingsville), effective immediately.

### **Background Information:**

System Policy [01.03, \*Appointing Power and Terms and Conditions of Employment\*](#), states that the Board of Regents shall appoint deans of system member universities.

After conducting a nationwide search and receiving input from a university-wide committee, President Tallant recommends Dr. Dolores Guerrero for the position of Dean of the College of Arts and Sciences at Texas A&M-Kingsville. The search committee received and reviewed 41 applications. Campus interviews were conducted with five candidates. Following the campus visits, Dr. Guerrero was recommended as the top candidate. Dr. Guerrero brings to the position leadership, administrative, and academic experience commensurate with the responsibilities.

As Dean, Dr. Guerrero will serve as the chief academic officer of the college in all matters related to academic affairs, including teaching, research and service. This includes the oversight, evaluation and leadership of 10 academic departments, the John E. Conner Museum and the federally funded National Natural Toxin Research Center within the College of Arts and Sciences. The chairs of the academic departments, the director of the Museum and Research Center, and the staff of the Dean's Office report to the Dean.

A copy of Dr. Guerrero's curriculum vitae is attached.

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

President Tallant recommends an initial salary of \$185,000 for Dr. Guerrero to be funded from general institutional funds.

Agenda Item No.

**TEXAS A&M UNIVERSITY-KINGSVILLE**

Office of the President

April 25, 2016

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

Subject: Appointment of Dean of the College of Arts and Sciences

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Dolores Guerrero is hereby appointed Dean of the College of Arts and Sciences at Texas A&M University-Kingsville at an initial salary of \$185,000.”**

Respectfully submitted,

Steven H. Tallant  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dolores Guerrero  
 Title: Dean of College of Arts and Sciences  
 Salary: \$ 185,000

**External Market Data:**

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	Dean of Arts and Sciences	\$116,702
2.	CUPA - 2015 Administrators	Dean of Arts and Sciences	\$150,000*
3.	Salary Average	Dean of Arts & Sciences-A&M System	\$230,580**
4.			
5.			

**Internal Salary Data:**

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Alberto Ruiz	Dean, Education & Human Performance	\$157,987
2.	Dr. Stephan Nix	Dean, Engineering	\$198,738
3.	Dr. George Rasmussen	Dean, Agriculture	\$169,277
4.	Dr. Natalya Delcours	Dean, Business	\$193,938
5.	Dr. Abbey Zink	Previous Dean, Arts & Sciences	\$156,750

**Comments, if necessary:**

Dr. Dolores Guerrero - Interim Dean, Arts & Sciences = \$148,321

\*Median Salary by Carnegie Classification for Doctoral-Granting Institutions.

\*\* Average Dean of Arts and Sciences salary for the A&M System according to the Texas Tribune.

**DOLORES GUERRERO, Ph.D.****EDUCATION**

Ph.D Social Work, 2007, University of Houston, Houston, Texas  
 MSSW Social Work, 1986, University of Texas at Arlington, Arlington, Texas.  
 BSW Social Work, 1982, University of Texas at Austin, Austin, Texas.

**PROFESSIONAL EXPERIENCE****Academic**

June 2014- present *Interim Dean, College of Arts and Sciences*  
 Texas A&M University Kingsville

July 2010-May 2014 *Founding Dean, Honors College*  
 Texas A&M University Kingsville

2009- 2010 *Interim Assistant Dean, College of Arts and Sciences*  
 Texas A&M University Kingsville

2002 –2010 *Associate Professor (2008-present,) Department of Clinical Health Sciences*  
*Assistant Professor, Department of Psychology/Sociology*  
*BSW Program Director (2002-2010)*  
 Texas A&M University Kingsville

Courses taught: Intro to Social Work; Theories and Models of Social Work ;  
 Human Behavior and the Social Environment I and II; Methods of Social Work  
 Research and Evaluation; Social Work Methods II- Groups/Families; Social  
 Work Methods III- Communities and Organizations; Social Work Policy; Field  
 Practicum I and II.

Administrative:

BSW Program Director- Daily administration of BSW program; CSWE Initial  
 accreditation self-study report (June 2004); CSWE Reaffirmation Self Study  
 report (June 2007 for 8 years); Interim Department Chair Summer II 2007.

1996-2000 *Lecturer, Social Work Department*  
 University of Texas -Pan American, Edinburg, TX.

Courses taught: Practice with Individuals, Practice with Groups/Families;  
 Research for Social Work; Human Behavior and the Social Environment; Social  
 Work in Health Care; Introduction to Social Work Profession (MSSW  
 Foundations Course); MSSW Direct Practice.  
 Field Practicum/ Faculty Liaison for all BSW practicum students.

Sept1992-May 1996 *Field Instructor, Graduate School of Social Work, University of Texas at*  
 Arlington, Arlington, Texas

**GRANTS**

2013-2018 NSF STEM grant (Co-PI) \$609,025, B. Baily, R. Chaloo, F. Heidari, D. Guerrero, S. Ozcelik.  
 “Javelina Engineers STEM Scholarships: Building the Pathway for Baccalaureate to Masters  
 Degree” Texas A&M University Kingsville.

2009-2010 PRS Title IV-E Training Grant (Principle Investigator) \$50,285.00, Texas A & M University  
 Kingsville/ TX Dept. of Family and Protective Services.

2008-2009 PRS Title IV-E Training Grant (Principle Investigator) \$57,582.00, Texas A & M University  
 Kingsville/ TX Dept. of Family and Protective Services.

2007-2008 PRS Title IV-E Training Grant (Principle Investigator) \$49,513.36, Texas A & M University  
 Kingsville/ TX Dept. of Family and Protective Services.

2006-2007 PRS Title IV-E Training Grant (Principle Investigator) \$63,373, Texas A & M University Kingsville/ TX Dept. of Family and Protective Services.  
2005-2006 PRS Title IV-E Training Grant (Principle Investigator) \$76,998, Texas A & M University Kingsville/ TX Dept. of Family and Protective Services.  
2004-2005 PRS Title IV-E Training Grant (Principle Investigator) \$66,000, Texas A & M University Kingsville/ TX Dept. of Family and Protective Services.  
2003-2004 PRS Title IV-E Training Grant (Principle Investigator) \$60,456, Texas A & M University Kingsville/ TX Dept. of Family and Protective Services.  
2002-2003 PRS Title IV-E Training Grant (Principle Investigator) \$58,823, Texas A & M University Kingsville/ TX Dept. of Family and Protective Services.

**Grants (Local)**

2014 Curricular Service Learning Project “Needs, Priorities, and Sustainability: A community planning project for the City of San Diego, Texas. N. Gowsami, C. Robbins Reiser, & D. Guerrero \$4,050

**Clinical/Professional:**

Licensed Clinical Social Worker (LCSW), State of Texas (current).

*Social Work Consultant:* Counseling, Supervision, and Training Services September 2001-June 2006.

*Interim Executive Director,* Alice Counseling Center, Alice, Texas; November 2000-August 2001.

*Social Work Consultant-Therapist,* Just for Kids Rehabilitation Services, 1998; Deer Oaks Mental Health Associates, 1998, McAllen, Texas.

*Clinical Director,* New Insights Behavioral Center- Partial Hospitalization, McAllen, Texas, August 1996- December 1997.

*Medical Social Work Consultant,* Quality Care Dialysis Center, Dallas, Texas, June 1990-March 1991.

*Clinical Therapist,* Dallas Family Therapy Center, Dallas, Texas, June 1990-March 1991.

*Medical Social Work Consultant,* Home Intensive Care, Inc.(Home Dialysis Services), Grand Prairie, Texas, August 1989-March 1991.

*Clinical Social Worker;* Children's Medical Center, Dallas, Texas; April 1987-May 1996

*Clinical Supervisor-Translation Department,* Children's Medical Center, Dallas, Texas; August 1994-May 1996

*Child Protective Services Specialist II,* Texas Department of Human Services, Dallas, Texas, June 1984-April 1987.

**GRANTS**

2001 -(\$50,000) Christus Spohn Foundation (Co Grant Writer), Jim Wells County Attorney's Office/Alice Counseling Center

2001 (\$345,000) -Texas Council on Alcohol and Drug Abuse-Prevention, Intervention, & Treatment, Alice Counseling Center

**REVIEWER FOR GRANT PROGRAMS**

Reviewer, Department of Health and Human Services-HRSA-14-112- Level 2: Healthy Start Initiative - Eliminating Racial/Ethnic Disparities, April 18, 2014

Reviewer, Centers for Medicare and Medicaid Services, Health Care Innovation Funding. December 2013.

Reviewer, Affordable Care Act: Family to Family Health Information Centers (Health Resources and Services Administration, Department of Health and Human Services), January 2011.

## **PROFESSIONAL DEVELOPMENT**

13<sup>th</sup> Annual Latino Higher Education Leadership Institute, HACU, Denver, CO, October 4, 2014.

July 2012-February 2013 Inaugural Class, *Transformational Leadership Program*, LBJ School of Public Policy (Austin, Texas) and University of Adelaide (Adelaide, S. Australia)

12<sup>th</sup> Annual Latino Higher Education Leadership Institute, HACU, Chicago, IL, October 26, 2013.

2012 Class XXXI, *Governor's Executive Development Program*, Austin, Texas (Fall 2012-3 week program). 11<sup>th</sup> Annual Latino/Latina Higher Education Leadership Institute, HACU, Washington DC, October 20, 2012.

## **PUBLICATIONS**

Cavazos, A. & Guerrero, D. (1999). Assertiveness and field education: An exploratory study. *The Journal of Baccalaureate Social Work*, 4 (2), 1-10.

Guerrero, D. (1994). Family Weekend Retreat: A Model of Intervention for Pediatric ESRD Families. *Perspectives: The Journal of the Council of Nephrology Social Workers of the National Kidney Foundation, Inc.*

Callahan, M.B., Guerrero, D. et. al. (1992). Bereavement Support Provided by Renal Social Workers. *Perspectives: The Journal of the Council of Nephrology Social Workers of the National Kidney Foundation, Inc.*

**Panel Proceeding** (1993, September): "Psychosocial Problems in Children with Chronic Renal Insufficiency and Short Stature." Adverceutics Incorporated, Annapolis, Maryland.

## **PRESENTATIONS (abbreviated listing)**

Miller, R.L., Collette, T., Guerrero, D., & Stephens, J. (2016, February). Student Complaints: Issues, Incentives, Barriers, and Access. Paper presented at the Society for Personality and Social Psychology Teaching Pre- Conference, San Diego, CA.

Vermeulen, L., Shields, V., and Guerrero, D. (2015, November). Mindful leadership practices for Deans. Council of Colleges of Arts & Sciences Annual National Conference, Washington, D.C.

Bain, S., Guerrero, D., and McCuiston, K. (2015, October). The efficacy and impact of the Honors College program at a rural South Texas, Hispanic Serving Institution. National Rural Education Association National Conference, St. Louis, MO.

Ethical Practice: Balancing organizational policy and client needs. Children's Medical Center- Social Work Conference, Dallas, Texas. April 2012.

Social Work Matters. South Texas Social Workers Society, Corpus Christi, Texas. March, 2012

"Ethical Decision Making in Guardianship" Invited presentations (2 sessions) Texas Guardianship Association Spring Conference, April 22-23, 2008, Corpus Christi, Texas.

"Challenges in rural social work case management", National Association of Social Workers/Texas 31<sup>st</sup> Annual State Conference, October 18, 2007, San Antonio, Texas.

“Becoming Caring, Concerned, and Committed to the Social Work Profession” South Texas Social Workers Society, Corpus Christi, Texas, March 2007.

Celebrate Social Work: Our past, present, and future- Stand Up for Others. South Texas Social Workers Society, Corpus Christi, Texas, March 2005.

“Diversity: A Multi-Dimensional Perspective” South Texas Social Workers Society Annual Conference, Corpus Christi, Texas, August 2003.

“Curanderismo: Strengthening the Knowledge Base”. Co-presenter: National Association of Social Workers/Texas Annual State Conference, Austin, Texas, October 2001.

“LSW Review Course” Co-trainer: National Association of Social Workers/Texas Annual State Conference, Austin, Texas, Nov 2000; October 2001/2003

“Values and Ethics: Social Work Challenges in Health Care”. Community Coalition for Children and Families, Alice, Texas, March 2001.

“Hispanic women and community involvement: A path toward empowerment”. National Association of Social Workers/Texas Annual State Conference, Fort Worth, Texas, November 2000.

“Women and community involvement: A path toward empowerment”. South Texas Women’s Conference, Texas A&M University -Kingsville, March, 2000.

"Pediatric Patient Issues-Training." Expert Forum-Lecturer, National Council of Nephrology Social Worker Annual Conference, San Diego, California, November 1995.

"Psychosocial Issues: Renal Failure and the Family." Lecturer, Clinical Challenge Series: Educational Conference for Pediatric Nurses, Children's Medical Center, Dallas, Texas, June 1994.

"Cultural Diversity." Panel Presentation, The Myth of the Melting Pot: Exploring Cultural Diversity in the Workplace: St. Paul Medical Center Social Work Conference, Dallas, Texas, March 1994.

"From Dependence to Independence: Pediatric Patients and their Families." National Council of Nephrology Social Worker Annual Conference, Boston, Mass., November 1993.

"Family Weekend Retreat: A Model of Intervention for Pediatric ESRD Families". National Council of Nephrology Social Workers Conference, Baltimore, Maryland, November 1992.

### **PROFESSIONAL TRAININGS CONDUCTED (abbreviated)**

“Listen, learn, then lead”. Texas A&M Kingsville Student Leadership Conference, Kingsville, Texas, September 12, 2015.

“Leadership Kingsville: Team Building” Kingsville Chamber of Commerce, Kingsville, Texas, September 2010, September 2011, September 2012, September 2014.

“Counseling Skills and Techniques” (3 hours) Communities in School/STARS Program, Kingsville, TX, February 8, 2010.

“Stress management and ethical practice” Child Protective Services, Corpus Christi, Texas, December 19, 2008.

“Ethical practice in school settings” Communities in Schools, (3 sessions), Corpus Christi, Texas, August 12, 2008.



“Ethical issues and dilemmas: clients, colleagues and student interns.” Social work Field Instructors Corpus Christi, Texas, March 2007.

“Ethical Responsibilities: Clients and Colleagues” Texas Department of Family and Protective Services Corpus Christi, Texas, November 2006.

“Dual relationships and professional boundaries” Driscoll Children’s Hospital, Corpus Christi, Texas December, 2005.

“Ethical Issues in Working with Children and Families” Texas Department of Family and Protective Services Corpus Christi, Texas, October 2005.

“Ethical Issues in Working with Children and Families” Project Ninos/Early HeadStart , CACOST, Staff Training, Alice, Texas, May 2003.

“Working with Cognitively Impaired Patients”. Texas Department of Human Services, Ombudsman Training, Corpus Christi, Texas, November 2001.

“Working with Cognitively Impaired Patients”. Staff Training. La Hacienda Nursing Home, San Diego, Texas, September 2001.

“Cultural Diversity”, “Risk and Protective Factors”, Values and Ethics”. Staff Trainings. Alice Counseling Center, Alice, Texas, June -August, 2001.

“Cultural Diversity: Implications for Non-Profit Board of Directors.” Board Training, Alice Counseling Center, Alice, Texas, November 1999.

## **PROFESSIONAL AND COMMUNITY SERVICE**

### **University/College/Department-Texas A & M University Kingsville**

- Member, Provost Search Committee, 2015
- Co-Chair, SACS Reaffirmation Committee 2011-2014
- Member, Undergraduate Program Review Committee, 2014-2015
- Chair, Quality Enhancement Task Force, 2012-2013
- Member, Council on Assessment and Planning (CAP), 2012-2014.
- Member, Budget Council, 2012-present
- Member, Common Read Committee, 2011/2012
- Vice Chair, Women’s Leadership Council 2011-2013
- Chair, Learning Dimension- University Excellence Committee 2011
- Co-Chair, Research Incentive Committee 2010
- Co-Chair, Electronic Student Ratings Committee 2009-2010
- Chair, Administrative Panel Hearings (3) 2010/2011
- Staff Liaison (Academics), President’s Leadership Council 2011-present
- Member, Hispanic Heritage Committee 2010-2012
- Speaker, College for the Day
- Member, College of Arts and Sciences Dean Search Committee 2009-2010
- Member, College of Engineering Dean Search Committee, 2009
- Member, Provost Search Committee, 2009
- Secretary, Faculty Senate 2009-2010
- Dept Rep, Faculty Senate 2009-2010.
- Chair, Department of Psy/Soc, Curriculum Committee, 2007-2010
- Member, Department of Psy/Soc, Recruitment & Retention Committee, 2007-2010
- Member, College of Arts and Sciences, Professional Development Committee, 2008
- Member, University General Education Committee-Fall 2004-2007.
- Member, College of Arts and Science, Curriculum Committee-Fall 2004-2006.
- Chair, Faculty Search Committee –Social Work Program 2002-2008 (5 searches).

- Member, Faculty Search Committee-Psychology 2003-2004; 2007-2008
- Member, Faculty Search Committee-Criminology 2007-2009
- Faculty Advisor, Lambda Alpha Social Work Honor Society, 2005-2010
- Faculty Advisor, Social Work Club, 2006-2008.

#### **Professional Affiliations:**

- National Collegiate Honors Council
- Council of Colleges of Arts and Sciences
- Texas Association of Liberal Arts and Sciences,

#### **Professional Service:**

- Member, State Rep Todd Hunter-South Texas Education/Workforce Task Force 2012-2014.
- Moderator, YWCA Corpus Christi, Equal Pay Day Community Dialogue, April 17, 2012.
- Member, Community Workgroup “A Continuum of Cancer Control in Rural Counties of the Coastal Bend.” Christus Spohn Alice, June 2011
- Speaker, GEMS and EFS Engineering Summer Camps, 2011/2012.
- Judge, Alice ISD District Teacher of the Year, 2011/2012
- Member, Planning & Network Advisory Committee, Coastal Plains MHMR, January 2002-2009.
- Member, Coastal Bend Rural Health Partnership June 2006-present.
- Certified Site Visitor, Council of Social Work Education (CSWE), Commission on Accreditation 2004- 2009:
  - Member, Site Visit: Initial accreditation BSW Program, Dalton State University (GA) – Feb 2007
  - Member, Site Visit: Reaffirmation of BSW Program –Castleton State College, Castleton, Vermont October 2004
- Chair, Coastal Bend National Association of Social Workers Branch, July 2005-November 2006.
- Abstract reviewer, National Association of Social Worker-Texas Chapter Annual Conference 2003 and 2007
- Vice President, NASW-Texas , July 2002-June 2004
- Team leader -Counseling/De Briefing Team, Community Coalition for Children and Families, Shattered Dreams Project, Alice, Texas, March 2003.
- Jim Wells County Council on Violence and Abuse, January 2000-December 2002.
- NLIC Representative, NASW Texas -South Texas Chapter, July 1999-December 1999.
- Advisory Board Member, Special Camps for Special Kids, Dallas, Texas, March 1992-December 1995.
- Member, Quality of Care Task Force, February 1993-1994; Ethics Task Force, 1995; Children’s Medical Center, Dallas, Texas.
- North Texas Council of Nephrology Social Workers, Dallas, Texas, Vice Chair: June 1992-1994, Chair: June 1994-1995.
- Founding Camp Director, Camp Reynal (Camp for Children with Kidney Disease offering onsite dialysis), September 1992-May 1996.

#### **Community Service:**

- Kingsville Noon Rotary
- Board Trustee, NCMHMR /Behavioral Health Center of Nueces County, 2012-2014
- Buccaneer Commission, Scholarship Committee, 2013-present
- Board Member, Women’s Shelter of South Texas 2010-2015
  - Chair, 2013-2015.
  - Vice President 2012
  - Vice President/Secretary 2011
- Board Member, YWCA 2009-present
  - President, 2014-2015
  - Secretary/Executive Board, 2012
  - Advocacy Point Person

- Co-Chair, Women's Advocacy Committee, YWCA, 2009/2013
  - Chair, Racial Justice Committee, YWCA, 2010-2012
  - Co-Chair, Institute for Public Leadership Training, YWCA, 2009
- Chair for Volunteers. Bayfest, Inc., Corpus Christi, Texas, 2009/2010
- Jim Wells County Leadership Class of 2002.
- Vice President/Founding Member, Crime Stoppers of Alice/Jim Wells County, Aug 2001-Jan 2004.
- Vice Chair, Alice Housing Authority, February 2001-January 2004.
- Member, Alice Beautification Commission, January 2000-March 2003.
- Board Member, Health Care Training Center, Edinburg, Texas, August 1997-May 1998.
- Board/ Executive Committee Member, National Kidney Foundation of Texas, Dallas, Texas,
  - Chair for Youth/Camping Services, June 1992-1996; Secretary/Personnel Committee Chair, June 1995-1996.

#### **Honors, Awards**

- 2015 Texas A&M University Kingsville NOW Chapter *Person of the Year*
- 2014 Hispanic Women Network of Texas –Corpus Christi “*Estrella*” Awardee in *Higher Education*
- 2013 *Community Leader Award*, 54<sup>th</sup> Annual Feria de Las Flores, Corpus Christi, Texas
- 2011 *Outstanding Community Leader*- LULAC Council #1
- KIII-TV Profile: *Most Powerful Women in Coastal Bend* (1 of 3 women) March 2011
- Who's Who Among America's Teachers, 2007 & 2000.
- The Honor Society of Phi Kappa Phi, 2000 (current).
- The National Dean's List, 1999-2000, 1983-1984.
- Recipient, Exceptional Service Award, National Kidney Foundation of Texas, May 1993, May 1994, May 1996.; President's Award, National Kidney Foundation of Texas, June 1993.
- Recipient, Council of Nephrology Social Workers National Merit Award, November 1992.
- Outstanding Young Women of America, 1988.
- Member, Alpha Delta Mu, National Social Work Honor Society, 1984.

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Steven H. Tallant, President  
Texas A&M University-Kingsville

**Subject:** Appointment of Vice President for Finance and Chief Financial Officer

**Proposed Board Action:**

Appoint Mr. Raajkumar S. Kurapati as Vice President for Finance and Chief Financial Officer at Texas A&M University-Kingsville (Texas A&M-Kingsville), effective immediately.

**Background Information:**

System Policy [01.03, \*Appointing Power and Terms and Conditions of Employment\*](#), states that the Board of Regents shall appoint vice presidents of system member universities.

After conducting a nationwide search and receiving input from a university-wide committee, President Tallant recommends Mr. Raajkumar S. Kurapati for the position of Vice President for Finance and Chief Financial Officer at Texas A&M-Kingsville. The search committee received and reviewed 44 applications. Campus interviews were conducted with four candidates. Following the campus visits, Mr. Kurapati was recommended as the top candidate. Mr. Kurapati brings to the position administrative and academic experience commensurate with the responsibilities.

As Vice President for Finance and Chief Financial Officer, Mr. Kurapati is responsible for the financial planning and leadership in the management of all financial activities for the university.

Additionally, the Vice President for Finance and Chief Financial Officer serves as the point of contact for internal and external constituents to include the Board of Regents of The Texas A&M University System, the Texas Higher Education Coordinating Board, and other university chief financial officers throughout the state of Texas.

A copy of his curriculum vitae is attached.

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

President Tallant recommends an initial salary of \$230,000 for Mr. Kurapati to be funded from general institutional funds.

Agenda Item No.

**TEXAS A&M UNIVERSITY-KINGSVILLE**

Office of the President

May 26, 2016

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

Subject: Appointment of Vice President for Finance and Chief Financial Officer

I recommend adoption of the following minute order:

**“Effective immediately, Mr. Raajkumar S. Kurapati is hereby appointed Vice President for Finance and Chief Financial Officer at Texas A&M University-Kingsville, at an initial salary of \$230,000.”**

Respectfully submitted,

Steven H. Tallant  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Mr. Raajkumar S. Kurapati  
 Title: Vice President for Finance & Chief Financial Officer  
 Salary: \$ 230,000

**External Market Data:**

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA - 2015-2016 Administrators	Chief Financial Officer	\$276,566*
2.	Salary Average	Chief Financial Officer - A&M System	\$251,793**
3.	Salary.com - Annual Median	Chief Financial Officer	\$306,789
4.			
5.			

**Internal Salary Data:**

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Terisa Riley (incumbent)	Senior VP Student Affairs/Acting CFO	\$249,000
2.	Mr. Robert Paulson	Chief Information Officer	\$171,986
3.	Dr. Steven Tallant	President	\$325,500
4.	Dr. Heidi Anderson	VP for Academic Affairs	\$250,000
5.			

**Comments, if necessary:**

\*Median Salary by Carnegie Classification for Doctorate-Granting Institutions.

\*\* Average Chief Financial Officer salary for the A&M System according to the Texas Tribune.

**RAAJKUMAR “RAAJ” S. KURAPATI**

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**PROFILE**

- Outstanding analytical, cost analysis, negotiating and strategic thinking skills
- Rare blend of audit, finance, business, technology and project management skills
- Capable of simultaneously overseeing and managing numerous projects and people
- Extensive experience in the applications of GAAP, FASB Standards, GASB Standards, GAS and federal program oversight and compliance issues.

**WORK EXPERIENCE**

**Associate Vice Chancellor for Financial Services and Business Operations, University of Alaska Fairbanks**

Fairbanks, Alaska, USA      06/2011-Present

- Overall responsibility for all fiscal and business operations for the University of Alaska Fairbanks
- Direct reports include the Office of Grants and Contracts Administration, the Office of Finance and Accounting, the Office of the Bursar, Auxiliary Operations Business Office (Dining, Housing, Bookstore, etc.), and University Leasing.
- Responsible for the development and management of an annual University budget of \$480M, including \$120M in competitive sponsored activity (federal, state, local, NGO and corporate)
- Member of the Chancellor’s Cabinet and Core Cabinet, the highest advisory and decision making bodies at the institution which set institutional strategic priorities and overarching policy, with responsibility for development, presentation, implementation and oversight of all fiscal policies.
- Responsible for direct oversight and responses to all audit and compliance matters (internal and external) as the University Audit Liaison Officer
- Oversight of issuance, service and management of all institutional debt including management of capital leases related to public private partnerships (P3)
- Responsible for all short-term and long-term operational and capital planning
- Represents University interests at local, regional, and national meetings
- Member of Strategic Planning Team and UAF Accreditation Team
- Member of University of Alaska Incident Management Team (Finance Section Chief) and UAF Chief Records Officer

**Executive Officer, School of Natural Resources & Agricultural Sciences-Agricultural and Forestry Experiment Station / Cooperative Extension Service, University of Alaska Fairbanks**

Fairbanks, Alaska, USA      06/2008 – 06/2011

- Oversight and management responsibility for all financial and administrative functions of SNRAS-AFES and the CES including, finance, accounting, budget, procurement, property management, and human resources
- Work closely with the Dean-Director of the School-Station and the Vice-Provost for Outreach and Cooperative Extension Service in ensuring that the School-Station and the

Cooperative Extension Service are in compliance with University policies and procedures on finances, operations and human resources

- Managed all short and long-term financial and capital planning of the School-Station and the Cooperative Extension Service
- Work closely with federal agencies, including the U.S. Department of Agriculture (NIFA), to obtain and retain federal funding and to ensure compliance with policies/regulations associated with such
- Responsible for periodic internal and external audits/reviews of the School-Station and the Extension Service and responsible for responding to and addressing findings and recommendations identified in such reviews
- Overall responsibility for coordinating, facilitating and developing the budgets for both the School-Station and the Cooperative Extension Service and monitoring such to ensure that the units operate within established budget ceilings and further ensure that budgets are integrated with unit strategic plans and priorities
- Serve on various regional and nation committees responsible for development of financial/management policies on federal financial assistance provided to Land Grant Universities

**Chief Financial and Administrative Officer / Director of Finance and Procurement / Acting Director of Admissions, Records and Financial Aid / Adjust Business Instructor, Northern Marianas College (US Accredited – WASC)**

Saipan, CNMI, USA

10/2003 – 06/2008

- Oversight and management responsibility for all financial and administrative functions of the College including, finance, accounting, budget, procurement, property management, financial aid, auxiliary services, operations and maintenance
- Worked closely with the Western Association of Schools and Colleges (accrediting body) to ensure that the College was in compliance with related standards and practices
- Prepared periodic accreditation reports to the Western Association of Schools and Colleges to demonstrate the College's compliance with WASC standards and practices which helped facilitate the continued accreditation of the institution and its programs
- Managed all short and long-term financial and capital planning of the institution
- Worked closely with federal agencies, including the U.S. Departments of Education and Agriculture, to obtain and retain federal funding and to ensure compliance associated with such
- Oversaw the Admissions, Records and Financial Aid for a year and, in this capacity, returned the College to good standing with the U.S. Department of Education's federal financial aid programs
- Responsible for the annual external audit of the College and, in this capacity, assisted the institution in addressing various audit issues including resolving over \$1.8 million in questioned costs and findings
- Within three financial years eliminated all accumulated deficits and ensured that the College's financial statements reflected positive fund balances in spite of drastic reductions in the revenues and appropriations
- Successfully prepared the indirect cost rate proposal for the College and had such approved to ensure full reimbursement for indirect costs associated with managing various federal grants at the institution
- Facilitated a commercial borrowing for the College on its own financial merit, a first in its history
- Responsible for the oversight and management of the College's Endowment Fund



- Served as adjunct instruction for various accounting courses offered by the institution

**Experienced Senior Auditor, Deloitte & Touche, LLP**

Saipan, CNMI, USA 09/2002 – 10/2003

- Auditor-in-Charge and Audit Team Supervisor of the Commonwealth Utilities Corporation audits for financial years 2000, 2001, and 2002
- Auditor-in-Charge of the Comprehensive Audit of the Commonwealth Utilities Corporation's fixed assets
- Auditor-in-Charge and Audit Team Supervisor for all services provided to the Republic of the Marshall Islands National Government (RepMar) and audits of various component units of RepMar in accordance with OMB Circular A-133, GAAP, Government Auditing Standards (GAS)
- Served as Engagement-in-Charge and Supervising Auditor for various private and Quasi-Governmental entities operating in the CNMI and the Republic of the Marshall Islands in various industries including government, colleges and universities, banking, utilities, hospitality, construction, retail, etc.
- Effectively managed firm personnel assigned to clients to ensure timely delivery of required reports for audit and financial consulting engagements in CNMI and Marshall Island in the industries noted above

**Vice-President & Chief Financial/Compliance Officer / Vice President & Chief Internal Auditor**

**Bank of the FSM (FDIC)**

Pohnpei, Micronesia 07/2000 – 07/2002

- Managed the financial (accounting) and information technology departments of this \$50 million (assets) institution with five branches/offices
- Developed and implemented financial strategies relative to budgeting, expansion and asset diversification
- Developed, supervised and implemented strategies relative to aggressive growth targets in both operations and technology
- Served on the Senior Management Loan Committee (SMLC), which reviewed and approved credit request exceeding \$500,000
- Oversaw and coordinated all internal, regulatory and external reporting and compliance requirements of the institutions network of branches/offices
- Supervised the internal audit function and coordinated the outsourcing of such to a Big Four accounting/auditing firm on assumption of duties of the Chief Financial / Compliance Officer
- Conceived and designed audit procedures to address specific risk areas identified in conjunction with the Bank's Audit Committee/Board of Directors, Management and Regulatory agencies.

**Senior Auditor, Deloitte & Touche, LLP**

Guam/Micronesia 09/1991 – 06/2000

- Co-managed the firm's local office which serves clients in three pacific island nations in the Micronesia region, including the CNMI and Guam
- Served as Supervising Experienced Senior Auditor in-charge of audits and consulting services to various institutions of higher education (US Land Grant Institutions)

including, Northern Marianas College, College of Micronesia and the University of Guam

- Served as the Senior Auditor on and Coordinated the timely completion of annual OMB A-128 and OMB A-133 Single Audits of State and Local Governments and their component units in the Micronesia region and retail sectors and not-for-profit organizations
- Coordinated the development and implementation of various accounting, budget and inventory management systems for clients

### **Business Consultant**

Micronesia/Saipan/Guam/American Samoa/Alaska

2001-Present

- Served on several consulting engagements in the region assisting various entities with financial and audit issues and in successfully developing related compliance and resolutions plans for presentation to applicable federal agencies and external parties
- Assisted Northern Marianas College in developing and implementing a formal budget process in compliance with accreditation standards
- Assisted entities, including the Northern Marianas College, in developing, presenting to applicable federal agencies, successfully obtaining indirect cost proposals and related recovery rates
- Assisted American Samoa Community College (ASCC) in successfully addressing deficiencies in its financial aid office which led to ASCC's removal from the "reimbursement status" and other restrictions placed on its financial aid programs by the US Department of Education

### **Owner/Manager, Small Businesses Pohnpei/Chuuk, Micronesia**

1996-2006

- Owned and operated small businesses including a tropical marine life export business, a retail store, a bar and grill, an entertainment agency, and a magazine as hobbies and for experience

### **EDUCATION**

#### **Bachelor of Business Administration (BBA)**

July 1991

East Texas Baptist University, Marshall, Texas, USA

Concentration: Management and Accounting

Graduate Studies – University of Hawaii, Neighboring Islands MBA Program

**Accredited Investment Fiduciary (AIF) – Designee No. 9060AIF**

### **MEMBERSHIPS & CERTIFICATION**

Accredited Investment Fiduciary (AIF)

WACUBO Business Management Institute Graduate (Tracks 3&4)

FEMA NIMS ICS All-Hazards Finance & Administration Section Chief Certification

Board Member, Asia Pacific Association for Fiduciary Studies (Chair, Investment

Committee 2007-President, Vice-Chair-Education Committee (2015) – Chair 2011-2014)

Worldwide Who's Who in Business Executives

Institute of Internal Auditors, Association of Government Accountants, Phi Beta Lambda Professional Society, FSM Sport Association, Lions Club, FSM Chamber of Commerce, Member, National Extension and Research  
Administrative Officers Conference Planning Committee (Host 2011 Conference held in Anchorage, Alaska)  
Member of UAF Accreditation Team and Strategic Planning Team and various other Committees

## **REFERENCES**

Ms. Daniel S. Fitzgerald, Chairman, Deloitte & Touche, LLP, Guam/Micronesia  
Mr. Brian Rogers, UAF Chancellor Emeritus (Retired August 2015)  
Dr. Mike Sfraga, Vice Chancellor of University and Student Advancement, University of Alaska Fairbanks  
Ms. Pat Pitney, Director, Office of Management and Budget, State of Alaska  
Mr. Danny Wyatt, Former President & Dean of Academic Programs and Services, Northern Marianas College (1998-2007), Faculty Member University of Hawaii, Manoa  
Mr. Jack E. Yakana, Lt. Governor, State of Pohnpei – (Audit & Finance Committee Chair – Bank of FSM Board of Directors)  
Additional references and contact information provided upon request.

Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Cynthia Teniente-Matson, President  
Texas A&M University-San Antonio

**Subject:** Appointment of Vice President for Academic Affairs and Provost

**Proposed Board Action:**

Appoint Dr. Michael J. O'Brien as Vice President for Academic Affairs and Provost at Texas A&M University-San Antonio (A&M-San Antonio), effective immediately.

**Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), states that the Board of Regents shall appoint vice presidents of member universities.

This agenda item seeks to appoint Dr. Michael J. O'Brien as Vice President for Academic Affairs and Provost. Serving on the President's Cabinet, Dr. O'Brien will collaborate with the President and other cabinet members to develop, implement and assess comprehensive and innovative academic programs and academic support services aligned with the institution's mission, vision, values and strategic plan. He will assume responsibility for providing strategic leadership and direction of all academic units and programs through the academic plan and will be responsible for assuring continued expansion of academic programs and promoting student academic success.

The Vice President for Academic Affairs and Provost will serve as a strong advocate for the university and represent the campus at The Texas A&M University System Board of Regents and academic meetings. He will engage with the entire university, interacting with all departments at all levels and inspiring innovation and vision. Directly reporting to the Vice President are three Deans, the Associate Vice President for Academic Affairs, the Assistant Vice President for Academic Affairs, the Director of International Education, the Director of Graduate Studies and the University Librarian.

A copy of Dr. O'Brien's vitae is attached.

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

Dr. O'Brien's initial salary will be \$210,000.

Agenda Item No.

**TEXAS A&M UNIVERSITY-SAN ANTONIO**

Office of the President

May 23, 2016

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

Subject: Appointment of Vice President for Academic Affairs and Provost

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Michael J. O’Brien is hereby appointed Vice President for Academic Affairs and Provost at Texas A&M University-San Antonio, at an initial salary of \$210,000.”**

Respectfully submitted,

Cynthia Teniente-Matson  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Michael O'Brien  
 Title: Vice President for Academic Affairs and Provost  
 Salary: \$ 210,000

**External Market Data:**

	Survey Name	Survey Job Title	Survey Annual Salary
1.	A&M-Commerce (Adolfo Benavides)	Provost & VP for Academic Affairs	\$221,700
2.	A&M-Corpus Christi (Kelly Quintanilla)	Provost & VP for Academic Affairs	\$206,000
3.	A&M International (Pablo Arenaz)	Provost & VP for Academic Affairs	\$204,168
4.	A&M-Kingsville (Heidi Anderson)	Provost & VP for Academic Affairs	\$250,000
5.	Tarleton (Karen Murray)	Provost & Exec VP for Academic Affairs	\$197,908

**Internal Salary Data:**

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Melissa K. Mahan	VP for Student Affairs	\$178,449
2.	Darrell Morrison	VP for Business Affairs/CFO	\$180,000
3.	Dr. Richard Ortega (Interim)	VP for University Advancement	\$180,000
4.	Dr. Brent M. Snow (Incumbent)	VP for Academic Affairs & Provost	\$189,264
5.	Dr. Michael O'Brien (Interim)	VP for Academic Affairs & Provost	\$210,000

**Comments, if necessary:**

6.	A&M-Central Texas (Margaret Gray-Vickrey)	Provost/VP of Academic & Student Affairs	\$196,152
RECOMMENDATION: \$210,000			

**MICHAEL J. O'BRIEN**

**EDUCATION:**

B.A., Rice University (1972)  
Ph.D., University of Texas at Austin (1977)

**PRESENT POSITIONS:**

Dean  
College of Arts and Science  
University of Missouri  
  
Professor of Anthropology Director,  
Museum of Anthropology  
Department of Anthropology  
University of Missouri

**PROFESSIONAL EXPERIENCE:**

1986–2006	Associate Dean College of Arts and Science University of Missouri
1989–1993	Research Collaborator Department of Anthropology Smithsonian Institution
1985–1989	Associate Professor Department of Anthropology University of Missouri
1980–1984	Assistant Professor Department of Anthropology University of Missouri
1977–1980	Research Associate Department of Anthropology University of Nebraska

**PROFESSIONAL OFFICES:**

1986–1989	Associate Editor, <i>American Antiquity</i> 1985–1989 Editor, <i>American Archeology</i>
1983–2006	Editor, <i>Missouri Archaeological Society Quarterly</i>
1993–1997	Board of Directors, Missouri Museums Association
1980–1986	Board of Directors, Missouri Association of Professional Archaeologists
1983–1986	President, Missouri Association of Professional Archaeologists

1980–2006	Secretary, Missouri Archaeological Society
1997–2012	Editorial Board, <i>The Review of Archaeology</i>

## PUBLICATIONS:

- 2016 Collective behaviour, uncertainty and environmental change. *Philosophical Transactions of the Royal Society A* (R. A. Bentley and M. J. O'Brien) (in press)
- Evaluating reproductive decisions as discrete choices under social influence. *Philosophical Transactions of the Royal Society B* (R. A. Bentley, W. A. Brock, C. C. S. Caído, and M. J. O'Brien) (in press)
  - Fitness landscapes among many options under social influence. *Journal of Theoretical Biology* (C. Caiado, W. A. Brock, R. A. Bentley, and M. J. O'Brien) (in press)
  - Design space and cultural transmission: Case studies from Paleoindian eastern North America. *Journal of Archaeological Method and Theory* (M. J. O'Brien, M. T. Boulanger, B. Buchanan, R. A. Bentley, R. L. Lyman, C. P. Lipo, M. E. Madsen, and M. I. Eren) (in press)
  - Validating niche-construction theory through path analysis. *Archaeological and Anthropological Sciences* (W. A. Brock, M. J. O'Brien, and R. A. Bentley) (in press)
  - Drivers of technological richness in prehistoric Texas: An archaeological test of the population size and environmental risk hypotheses. *Archaeological and Anthropological Sciences* (B. Buchanan, M. J. O'Brien, and M. Collard) (in press)
  - Clovis colonization of eastern North America: A phylogenetic approach. *Science and Technology of Archaeological Research* (M. J. O'Brien, B. Buchanan, and M. I. Eren) (in press)
  - The role of experimental stone-tool replication in hypothesis-driven archaeology. *Ethnoarchaeology* (M. I. Eren, S. J. Lycett, R. J. Patten, B. Buchanan, and M. J. O'Brien) (in press)
  - More (and more) on Clovis. *Antiquity* (in press)
  - Dual inheritance, cultural transmission, and niche construction. In *The Handbook of Culture and Biology: Bridging Evolutionary Adaptation and Development*, edited by J. M. Causadias, E. H. Telzer, and N. A. Gonzales. New York: Wiley (M. J. O'Brien and R. A. Bentley) (in press)
  - A review of Late Pleistocene North American bone and ivory rods. In *Osseous Projectile Weaponry*, edited by M. Langley. New York: Springer (M. J. O'Brien, R. L. Lyman, B. Buchanan, and M. Collard) (in press)
  - Paleo Crossing (33ME274): A Clovis site in northeastern Ohio. In *The Eastern Fluted Point Tradition* (Vol. 2), edited by J. A. M. Gingerich. Salt Lake City: University of Utah Press. (M. I. Eren, B. G. Redmond, G. L. Miller, B. Buchanan, M. T. Boulanger, B. M. Morgan, and M. J. O'Brien) (in press)



- Comment on “The evolution of cultural complexity: not by the treadmill alone,” by C. Andersson and D. Read. *Current Anthropology* (M. J. O’Brien and R. A. Bentley) (in press)
  - Statistical analysis of paradigmatic class richness supports greater Paleoindian projectile-point diversity in the Southeast. *American Antiquity* 81:174–192. (M. I. Eren, A. Chao, C.-H. Chiu, R. K. Colwell, B. Buchanan, M. T. Boulanger, J. Darwent, and M. J. O’Brien)
  - The role of food storage in human niche construction: An example from Neolithic Europe. *Environmental Archaeology* 20:364–378. (M. J. O’Brien and R. A. Bentley)
- 2015 Niche construction and the evolution of leadership. *Academy of Management Review* 40:291–306. (B. R. Spisak, M. J. O’Brien, N. Nicholson, and M. van Vugt)
- Social learning and technological evolution during the Clovis colonization of the New World. *Journal of Human Evolution* 80:159–170. (M. I. Eren, B. Buchanan, and M. J. O’Brien)
  - On the relevance of the European Neolithic. *Antiquity* 89:1203–1210. (R. A. Bentley, M. J. O’Brien, K. Manning, and S. Shennan)
  - The Cinmar discovery and the proposed pre-Late Glacial Maximum occupation of North America. *Journal of Archaeological Science: Reports* 2:708–713. (M. I. Eren, M. T. Boulanger, and M. J. O’Brien)
  - Neutron activation analysis of 12,900-year-old stone artifacts confirms 450–510+ kilometer Clovis tool-stone acquisition at Paleo Crossing (33ME274), northeast Ohio, U.S.A. *Journal of Archaeological Science* 53:550–558. (M. T. Boulanger, B. Buchanan, M. J. O’Brien, B. G. Redmond, M. D. Glascock, and M. I. Eren)
  - AMS radiocarbon dates for Pleistocene fauna from the American Northeast. *Radiocarbon* 57:1–4. (M. T. Boulanger, G. D. Lattanzi, D. C. Parris, M. J. O’Brien, and R. L. Lyman)
  - Transmission of cultural variants in the North American Paleolithic. In *Learning Strategies and Cultural Evolution during the Paleolithic*, edited by K. Aoki and A. Mesoudi, pp. 121–143. New York: Springer. (M. J. O’Brien, B. Buchanan, M. T. Boulanger, A. Mesoudi, M. Collard, M. I. Eren, R. A. Bentley, and R. L. Lyman)
  - Phylogenetic systematics. In *Mathematics and Archaeology*, edited by J.A. Barceló and I. Bogdanovic, pp. 232–246. Boca Raton, FL: CRC Press. (M. J. O’Brien, M. T. Boulanger, R. L. Lyman, and B. Buchanan)
  - Innovation and natural selection in Paleoindian projectile points from the American Southwest. In *Lithic Technological Systems and Evolutionary Theory*, edited by N. Goodale and W. Andrefsky, Jr., pp. 232–246. Cambridge: Cambridge University Press. (T. L. VanPool, M. J. O’Brien, and R. L. Lyman)

- Niche construction: Implications for human sciences. In *Emerging Trends in the Social and Behavioral Sciences*, edited by R. A. Scott, and S. M. Kosslyn, DOI: 10.1002/9781118900772.etrds0242. New York: Wiley. (K. N. Laland and M. J. O'Brien)
- 2014 Mapping collective behavior in the big-data era. *Behavioral and Brain Sciences* 37:63–119 [target article]. (R. A. Bentley, M. J. O'Brien, and W. A. Brock)
- Innovation and cultural transmission in the American Paleolithic: Phylogenetic analysis of eastern Paleoindian projectile-point classes. *Journal of Anthropological Archaeology* 34:100–119. (M. J. O'Brien, M. T. Boulanger, B. Buchanan, M. Collard, R. L. Lyman, and J. Darwent)
  - On thin ice: Problems with Stanford and Bradley's Solutrean–Clovis hypothesis. *Antiquity* 88:606–624. (M. J. O'Brien, M. T. Boulanger, B. Buchanan, M. Collard, L. Tarle, and M. Eren)
  - Risk, mobility, or population size? Drivers of technological richness among contact-period western North American hunter–gatherers. *Philosophical Transactions of the Royal Society B* 20120412. (M. Collard, B. Buchanan, M. J. O'Brien, and J. Scholnick)
  - Continent-wide or region-specific? A geometric morphometrics-based assessment of variation in Clovis point shape. *Archaeological and Anthropological Sciences* 6:145–162. (B. Buchanan, M. J. O'Brien, and M. Collard)
  - More on the rumor of "intentional overshot flaking" and the purported "Ice-Age" Atlantic crossing. *Lithic Technology* 39:55–63. (M. I. Eren, R. J. Patten, M. J. O'Brien, and D. J. Meltzer)
  - Advances in documentation, digital curation, virtual exhibition, and a test of 3D morphometrics: A case study of the Vanderpool vessels from the ancestral Caddo territory. *Advances in Archaeological Practice* 2:69–75. (R. Z. Selden, Jr., T. K. Perttula, and M. J. O'Brien)
  - On the cutting edge: New methods and theory for analyzing stone tools. *Evolutionary Anthropology* 23:128–129. (M. J. O'Brien, M. Collard, and B. Buchanan)
  - Chronological systems, establishment of. In *Encyclopedia of Global Archaeology*, edited by C. Smith, pp. 1460–1471. New York: Springer.
  - Estimating a path through a map of decision making. *PLOS ONE* 9(11):e111022. (W. A. Brock, R. A. Bentley, M. J. O'Brien, and C. C. S. Caído)
  - Niche construction is an important component of a science of intentional change. *Behavioral and Brain Sciences* 37:432–434.
  - Comment on “An evolutionary developmental approach to cultural evolution” by C. Andersson, A. Törnberg, and P. Törnberg. *Current Anthropology* 55:167. (M. J. O'Brien and S. J. Lycett)

- 2013 Sociopolitical complexity and the bow and arrow in the American Southwest. *Evolutionary Anthropology* 22:111–117. (T. L. VanPool and J. O'Brien)
- Refuting the technological cornerstone of the North Atlantic Ice-Edge Hypothesis. *Journal of Archaeological Science* 40:2934–2941. (M. I. Eren, R. J. Patten, M. J. O'Brien, and D. J. Meltzer)
  - Population size as an explanation for patterns in the Paleolithic archaeological record: Caution is needed. *Current Anthropology* 54:S388–396. (M. Collard, B. Buchanan, M. J. O'Brien)
  - Population size and cultural evolution in nonindustrial food-producing societies. *PloS ONE* 8(9):e72628. (M. Collard, B. Buchanan, A. Ruttle, and M. J. O'Brien)
  - Trees, thickets, or something in between? Recent theoretical and empirical work in cultural phylogeny. *Israel Journal of Ecology and Evolution* 59(2):45–61. (M. J. O'Brien, M. Collard, B. Buchanan, and M. T. Boulanger)
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  - The buzzwords of the crowds. *New York Times* (Sunday Review) (Dec. 1), p. 4. (R. A. Bentley and M. J. O'Brien)

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  - Cultural cladistics and the early prehistory of North America. In *Evolutionary Biology: Mechanisms and Trends*, edited by P. Pontarotti, pp. 23–42. New York: Springer. (M. J. O'Brien, B. Buchanan, M. Collard, and M. T. Boulanger)
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- Cultural niche construction: An introduction. *Biological Theory* 6:191–202. (K. N. Laland and M. J. O'Brien)
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  - Stimulated variation and cascades: Two processes in the evolution of complex technological systems. *Journal of Archaeological Method and Theory* 18:309–335. (M. J. O'Brien and R. A. Bentley)
  - The selectivity of cultural learning and the tempo of cultural evolution. *Journal of Evolutionary Psychology* 9:125–141. (R. A. Bentley and M. J. O'Brien)

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  - Quality versus mere popularity: A conceptual map for understanding human behavior. *Mind and Society* 10:181–191. (R. A. Bentley, M. J. O'Brien, and P. Ormerod)
  - Cultural innovation from an Americanist perspective. In *Investigating Archaeological Cultures: Material Culture, Variability, and Transmission*, edited by B. W. Roberts and M. Vander Linden, pp. 61–75. New York: Springer.
  - Robert C. Dunnell, 1942–2010. *SAA Archaeological Record* 11(4):54. (D. J. Meltzer and M. J. O'Brien)
- 2010 *Innovation in Cultural Systems: Contributions from Evolutionary Anthropology*. Cambridge, Mass.: MIT Press. (M. J. O'Brien and S. J. Shennan, eds.)
- Issues in anthropological studies of innovation. In *Innovation in Cultural Systems: Contributions from Evolutionary Anthropology*, edited by M. J. O'Brien and S. J. Shennan, pp. 3–17. Cambridge, Mass.: MIT Press. (M. J. O'Brien and S. J. Shennan)
  - Cultural traits as units of analysis. *Philosophical Transactions of the Royal Society B* 365:3797–3806. (M. J. O'Brien, R. L. Lyman, A. Mesoudi, and T. L. VanPool)
  - Spatiotemporal dynamics of the Clovis–Folsom transition. *Journal of Archaeological Science* 37: 2513–2519. (M. Collard, B. Buchanan, M. J. Hamilton, and M. J. O'Brien)
  - Niche construction theory and archaeology. *Journal of Archaeological Method and Theory* 17:303–322. (K. N. Laland and M. J. O'Brien)
  - Evolutionary theory and technology: The future of anthropology. *Ludus Vitalis* 18:321–324.
  - The future of Paleolithic studies: A view from the New World. In *New Perspectives on Old Stones: Analytical Approaches to Palaeolithic Technologies*, edited by S. J. Lycett and P. R. Chauhan, pp. 311–334. New York: Springer.
  - Cultural phylogenetics: Issues and prospects. In *Clasificación y Arqueología: Enfoques y Métodos Taxonómicos a la Luz de la Evolución Darwiniana*, edited by D. García Rivero, J. L. Escacena Carrasco, and F. J. García Fernández, pp. 147–173. Seville, Spain: University of Seville Press.

- 2009 Placing archaeology within a unified science of cultural evolution. In *Pattern and Process in Cultural Evolution*, edited by S. J. Shennan. Berkeley: University of California Press, pp. 21–32. (A. Mesoudi and M. J. O'Brien)
- The diversity of North American projectile-point types, before and after the bow and arrow. *Journal of Anthropological Archaeology* 28:1–13. (R. L. Lyman, T. L. VanPool, and M. J. O'Brien)
  - Powers Fort and other Middle Mississippian sites. In *Archaeology in America: An Encyclopedia*, edited by F. P. McManamon, L. S. Cordell, G. Lightfoot, and G. R. Milner, pp. 157–161. Westport, Conn.: Greenwood.
  - Towosahgy State Historic Site and other large Mississippian sites. In *Archaeology in America: An Encyclopedia*, edited by F. P. McManamon, S. Cordell, K. G. Lightfoot, and G. R. Milner, pp. 161–164. Westport, Conn.: Greenwood.
  - Darwinism and historical archaeology. In *The International Handbook of Historical Archaeology*, edited by T. Majewski and D. Gaimster, 227–252. New York: Springer. (M. J. O'Brien and R. L. Lyman)
- 2008 Editor. *Cultural Transmission and Archaeology: Issues and Case Studies*. Washington, D.C.: Society for American Archaeology Press.
- Phylogenetics and the evolution of cultural diversity. In *Cultural Transmission and Archaeology: Issues and Case Studies*, edited by M. J. O'Brien, pp. 39–58. Washington, D.C.: Society for American Archaeology Press. (M. J. O'Brien, R. L. Lyman, M. Collard, C. J. Holden, R. D. Gray, and S. J. Shennan)
  - The cultural transmission of Great Basin projectile-point technology I: An experimental simulation. *American Antiquity* 73:1–19. (A. Mesoudi and M. J. O'Brien)
  - The cultural transmission of Great Basin projectile-point technology II: An agent-based computer simulation. *American Antiquity* 73:627–644. (A. Mesoudi and M. J. O'Brien)
  - The learning and transmission of hierarchical cultural recipes. *Biological Theory* 3:63–72. (A. Mesoudi and M. J. O'Brien)
  - Variation in North American dart points and arrow points when one, or both, are present. *Journal of Archaeological Science* 35:2805–2812. (R. L. Lyman, T. L. VanPool, and M. J. O'Brien)
  - Language is nothing special: Response to "Across the curious parallel of language and species evolution" by J. Whitfield. *PLoS Biology* 6: e186 doi:10.1371/journal.pbio.0060186. (J. Tehrani, R. A. Bentley, and M. J. O'Brien)
  - Getting serious about cultural transmission. *Review of Archaeology* 29: 75–83.

- Epilogue: Science AND religion, not science OR religion. In *The Edge of Reason? Science and Religion in Modern Society*, edited by R. A. Bentley, pp. 193–195. London: Continuum.
- 2007 *Traditional Archery from Six Continents: The Charles E. Grayson Collection*. Columbia: University of Missouri Press. (C. E. Grayson, M. French, and M. J. O'Brien)
- The KLI Conference on Innovation. In “Editorial,” by M. Carver. *Antiquity* 81:839–840. (M. J. O'Brien and S. J. Shennan)
  - What's new? Some basic issues in anthropological studies of innovation. *Review of Archaeology* 28:39–54.
  - El papel de la adaptación en la explicación arqueológica. In *Clásicos de Teoría Arqueológica Contemporánea*, edited by V. D. Horwitz, pp. 109–145. Buenos Aires: Sociedad Argentina de Antropología. (M. J. O'Brien and T. D. Holland) (translation of “The role of adaptation in archaeological explanation” *American Antiquity* 57:36–59 [1992]).
  - Los objetivos de la arqueología evolucionista: Su historia y explicación. In *Clásicos de Teoría Arqueológica Contemporánea*, edited by V. D. Horwitz, pp. 213–287. Buenos Aires: Sociedad Argentina de Antropología. (R. L. Lyman and M. J. O'Brien) (translation of “The goals of evolutionary archaeology: History and explanation” *Current Anthropology* 39:615–652 [with CA\* comment] [1998]).
  - ¿Qué es evolución? Respuesta a Bamforth. In *Clásicos de Teoría Arqueológica Contemporánea*, edited by V. D. Horwitz, pp. 320–330. Buenos Aires: Sociedad Argentina de Antropología. (M. J. O'Brien, R. L. Lyman, and R. D. Leonard) (translation of “What is evolution? A reply to Bamforth” *American Antiquity* 68:573–580 [2003]).
- 2006 *Measuring Time with Artifacts: A History of Methods in American Archaeology*. Lincoln: University of Nebraska Press. (R. L. Lyman and K.J. O'Brien)

**AGENDA ITEM BRIEFING**

**Submitted by:** Emily F. Cutrer, President  
Texas A&M University-Texarkana

**Subject:** Appointment of Dean of the College of Education and Liberal Arts

**Proposed Board Action:**

Appoint Dr. Delbert D. Doughty, II as Dean of the College of Education and Liberal Arts at Texas A&M University-Texarkana (A&M-Texarkana), effective immediately.

**Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), requires that the Board appoint deans of system member universities.

After conducting a nationwide search, Dr. Delbert D. Doughty, II is recommended for the position of Dean of the College of Education and Liberal Arts (DCELA) at A&M-Texarkana. The search committee received and reviewed 43 applications and campus interviews were conducted with four candidates. Dr. Doughty brings to the position leadership, administrative and academic experience commensurate with the responsibilities.

As dean, Dr. Doughty will provide overarching leadership to activities and initiatives within the college including, but not limited to, the improvement of teaching and learning, recruitment, development, and supervision of faculty, development and implementation of new and expansion of existing programs; enhanced faculty scholarship; increased external funding for research and programs, and the expansion of community and business partnerships.

A copy of Dr. Doughty's curriculum vitae is attached.

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

President Cutrer recommends an initial salary of \$140,000 for Dr. Doughty to be funded from general institutional funds.



Agenda Item No.

**TEXAS A&M UNIVERSITY-TEXARKANA**

Office of the President

July 6, 2016

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

Subject: Appointment of Dean of the College of Education and Liberal Arts

I recommend adoption of the following minute order:

**“Effective immediately, Dr. Delbert D. Doughty, II is hereby appointed Dean of the College of Education and Liberal Arts at Texas A&M University-Texarkana, at an initial salary of \$140,000.”**

Respectfully submitted,

Emily F. Cutrer, Ph.D.  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor  
And Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. Delbert Doughty  
 Title: Dean of the College of Education and Liberal Arts  
 Salary: \$ 140,000

### External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	Dean, College of Humanities	\$116,451
2.	HigherEdJobs.com	Dean, College of Humanities	\$149,641
3.	University of Houston	Dean, Education	\$292,172
4.			
5.			

### Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Glenda Ballard	Former Dean, CELA	\$124,186
2.	Dr. Donald Peterson	Dean, CSTEM	\$150,000
3.	Dr. William McHenry	Dean, Graduate Studies	\$108,804
4.	Dr. Gary Stading	Dean, COB	\$150,000
5.			

**Comments, if necessary:**

**Delbert D. Doughty, II**

Department of English  
Huntington University  
Huntington, IN 46750  
260 359-4245

**Academic Appointments**

Associate Dean for Academic Affairs and Professor of English, Huntington University, 2014 – present. Primary responsibilities include institutional and program accreditation; faculty development; strategic initiatives in China; assessment of teaching and learning; program review; management of the core curriculum; recruiting and retention strategy; experiential learning; development of external partnerships.

Interim Vice-President for Academic Affairs, Huntington University, 2012-2014. Primary responsibilities included leadership of the faculty, including faculty appointments and tenure reviews; oversight of academic curriculum and policies at the for over 70 undergraduate, graduate, and adult degree-completion programs; preparation of the annual report and board relations; public advocacy for the liberal arts; and management of the academic budget. Direct reports included division chairs, the head librarian, and the registrar's office.

Professor of English, Huntington University, 2007-present. Carried 4/4 load, teaching core curricular classes in composition and literature as well as upper-division courses in world literature and creative writing. As a professor, I typically published a few poems each year and presented at least one professional conference. My service included several successful grant applications from foundations and at the national and state levels.

Chair, Division of Humane Studies, Huntington University, 2006-2012. Developed and managed curriculum for the departments of English and Modern Languages, History and Political Science, Pre-Law, and Communication. Represented above-mentioned areas on the Academic Concerns Committee and advised the VPAA on curricular matters.

Accreditation Liaison Officer and Self-Study Coordinator for Huntington University, 2010-present. Wrote institutional self-study and led campus through comprehensive visit leading to reaffirmation of regional accreditation with the Higher Learning Commission in 2014; file the annual institutional update with the Commission and maintain awareness of HLC policies.

Associate Professor of English, Huntington College, 2001-2006.  
[Granted tenure Spring 2003].

Assistant Professor of English, Huntington College, 1996-2001

## Education

PhD Comparative Literature, The Pennsylvania State University  
(Summer 1995)

MLA Humanities, The University of South Florida (Spring 1991)

BA English (Creative Writing), The University of South Florida (Fall 1988)

## Selected Awards, Grants, Fellowships, Recognitions

- Humanities Scholar, “Next Indiana Campfires,” Indiana Humanities Council, 2016. In partnership with this state non-profit organization, I am facilitating conversations about Hoosier environmental writing at nature preserves and state parks in Indiana.
- Council of Independent Colleges, Senior Leadership Academy, 2014-2015. In this year-long program, sponsored by the CIC and the American Academic Leadership Institute, I focused on strategy and planning; team building and development; fundraising; program development; and financial management.
- Council of Independent Colleges/Center for Hellenic Studies Seminar on Ancient Greece in the Modern College Classroom. Center for Hellenic Studies, Washington, D.C. 9-13 August 2011. In this weeklong seminar, I studied ancient Greek lyric poetry (Sappho, Pindar, Bacchylides, et al) under the director of Gregory Nagy, Francis Jones Professor of Greek Literature at Harvard University.
- Baccalaureate Speaker, Huntington University, Spring 2009. Sermon: “Chapter 18: In Which Dominican Del Learns Something about la justicia.”
- Juror, Indiana Arts Commission (Literature Panel), 2002, 2007, 2011, 2013.
- Best poem of the Summer 2003 issue, *Modern Haiku* 34.2 (“Flow”).
- Indiana Arts Commission Individual Artist’s Grant, 2001. Field: Literature. Project: *Flow* (poetry collection).
- National Endowment for the Humanities, “Literatures in Transition: The Impact of Information Technologies,” UCLA, Summer 2001.
- Honorable Mention, World Haiku Festival Essay Competition, 2001.
- Virgil Hutton Memorial International Haiku Chapbook Contest, February 2000.

## Courses Taught

### *English*

English Seminar, Masterpieces of World Literature I & II, Seminar on Don Quixote, Creative Writing-Poetry, Creative Writing-Fiction, Perspectives on Literature, Academic Writing and Research (Regular Rotation).

### *Honors*

Leadership: Paul Among the Stoics (Spring 2015)

### *January Term*

- Hip Hop, Biblical Prophecy, and Modern Social Movements (2013, with Heath Pearson)
- Creative and Critical Thinking (2012)
- The King's English: A Return to the Progymnasmata (2011)
- The HU Poets' Collective (2010)
- Umberto Eco's Name of the Rose (2009)
- Bread: Crumb, Chemistry, and Culture (2008)
- Herman Melville's Short Novels (2007)
- Mark Z. Danielewski's House of Leaves (2006)
- Jorge Luis Borges' Ficciones (2005)
- "Yes I said yes I will yes": Ulysses for Sissies (ENJ367) 2004.
- "The Unknown": The Poetics of Hypertext Narrative (ENJ267) 2002
- Dry riverbed glimpsed by lightning: A haiku workshop (ENJ28) 2001
- Deconstructing Jerry: Introduction to Post-Structuralist Literary Criticism (ENJ 25) 2000
- Metafiction, Minimalism, Hypertext (ENJ 21) 1999
- Storytelling (ENJ 16) 1998

### **Online Courses**

Creative Writing – Poetry. Developer and teacher. Offered through Huntington University, summer 2010 - 2013.

### **Software Applications**

"High Marks: A Touch-Screen Grading App for iPad." (Available at Apple's App Store since March 2012).

### **Selected Publications**

#### *Poetry Books*

- A Pack of Pink Cosmos Seeds, the Wide Ocean, and Most of the Cars at Wal-Mart. Kindle ebook. April 2011.
- Flow. Winchester, VA: Red Moon Press, 2004.
- The Sound of Breathing. Normal, IL: Saki Press, 2000.

#### *Poems*

- "How to Pick a Melon" and "Grace to the Learned" Stymie (Winter 2011).
- "snow falling on snow" Modern Haiku 42.2 (2011).
- "tornado shelter" Frogpond 34.2 (2011).
- "leaves at their peak" Haiku 21. Lincoln, IL: Modern Haiku Press, 2011.
- "Jellyfish," Poetry for the Masses 3.1 (April 2010).
- "The American Recovery and Reinvestment Act of 2009," New Verse News, April 2009.

- "Flow" Modern Haiku 34.2 (2003) 25.
- "deep cold" acorn 9 (2003).
- "pause in the sermon" Frogpond 26.1 (2003): 37.
- "the wide ocean" and "light from the snow" Modern Haiku 32.3 (2002).
- "in church I see the light" bottle rockets 6 (2002) n.p.
- "dead dandelion" Country Feedback 2 (2002).
- "Kroger" Frogpond 24.3 (2001): 45.
- "a big snowfall" and "his life story . . . again" Haijinx 1.1 (2001) n.p.

#### *Introductions to Scholarly Editions*

- James Joyce. Dubliners. New York: Pocket Books, 2004.
- James Joyce. A Portrait of the Artist as a Young Man. New York: Pocket Books, 2004.
- "Ernest Hemingway, For Whom the Bell Tolls." Literary Themes for Students: War and Peace. New York: Thomson Gale, 2006.

#### *Essays/Reviews*

- "Pedestrian Pedagogy," Inside Higher Ed, 31 May 2016.  
<https://www.insidehighered.com/advice/2016/05/31/professor-takes-his-classes-walk-essay>
- "Oliver's Woods: A Recap," blog post for Indiana Humanities "Next Indiana Campfires" Series. Indiana Humanities (June 2016).  
<http://indianahumanities.org/oliverswoodsrecap>
- "Materiality is the Message," review of N. Katherine Hayles, Writing Machines (Cambridge: MIT Press, 2002). Postmodern Culture 14.1 (2003) forthcoming.
- "Linking by Scent: Renga and Hypertext," Cyberculture and the Humanities: Proceedings. Ed. Amy Berke. 9 October 2001.  
<http://home.maconstate.edu/conf2001>.
- "Prudery." Houghton Institute for Integrated Studies. Spring 2002.  
[http://campus.houghton.edu/offices/acad\\_dean/Doughty97\\_Prudery.htm](http://campus.houghton.edu/offices/acad_dean/Doughty97_Prudery.htm)
- "Metonymy and Synecdoche in Haiku: Towards a Poetics of the Fragment." Frogpond 24.4 (2002).
- "Renaissance Perspectives," Foreword, A New Grammar for the New World Order, by Musa al-Halool. Amman: Al-Hamed, 2001.
- "Love in the Time of Simulacra, or 'Is That You, Baby, or Just Some Brilliant Disguise?'" The Cresset (Lent 2001): 5-14.

#### **Selected Lectures/Papers Presented**

- "Re: Learning: Notes on Innovation." Higher Learning Commission Annual Meeting, Chicago, IL, April 18, 2016.
- "Pedestrian Pedagogy: A Low-Tech Approach to Engagement and Mobility." Fort Wayne Area Dean's Conference, IPFW, January 24, 2016.

- “Steel-Cut Mystic Flarf: A Few Poems and Some Observations,” Layering Meanings: Indiana College English Associations Conference, Huntington University, 23 October 2009.
- “Writing Cut-Up Poetry,” “Making Literature: Undergraduate Conference on Literature and Writing,” Taylor University, Upland, IN, 17 February 2009.
- “Who Needs a Scientist When There Are Poets Around? What Moby-Dick Teaches Us That Pharmaceutical Companies Don’t Want Us to Know,” ALSC Annual Meeting, Chicago, IL, October 12, 2007.
- “Encouraging Scholarship at Small Teaching Institutions,” CIC Division/Department Chair Workshop, Chapel Hill, NC, 22-24 May 2007.
- “A Christian Liberal Arts Perspective on Bread,” Sigma Tau Delta (English Honor Society) Annual Meeting, Huntington University, April 2007.
- “‘In Orthodox Samaritan Fashion’: Leopold Bloom and the Myth of Redemptive Violence,” Cornell University, June 18, 2005.

### **Selected Conferences/Workshops Attended**

- Facilitator, “Innovation,” Special Interest Group Meeting at the 2016 Higher Learning Commission Annual Conference, 19 April 2016.
- Improvisation and Comedy Writing, The Second City Training Center, Chicago, IL 15-17 February 2016.
- American Conference of Academic Deans 5<sup>th</sup> Annual Deans’ Institute, Washington DC, 20 January 2016.
- “Fostering CAO-CFO Partnerships for Institutional Success,” CIC CAO Institute, Portland, OR 1-4 November 2014.
- “Burning Down the House: Becoming Communities of Extraordinary Love,” Huntington, IN. 10-12 January 2014.
- “Collaboration for Student Success: CIC CAO Institute. Pittsburgh, PA. 2-5 November 2013.
- “Core Responsibilities in a Changing Environment: CIC CAO Institute.” San Antonio, TX. 3-6 November 2012.
- 2012 Chief Academic Officers Conference, CCCU, Nashville, TN. 21 -23 March 2012.
- Presenting Data and Information: A One-Day Workshop with Edward Tufte. New York City, NY. 22 January 2012.
- Indiana Commission on Higher Education Annual Meeting. Indianapolis, IN. 21 April 2011.
- ALSCW Annual Meeting. Princeton University, Princeton, NJ. 5-7 November 2010.
- Layering Meanings. Indiana College English Association Conference, Huntington University, Huntington, IN, 23 October 2009.

### **Professional Service at HU**

- Facilitator, “Scholarship Day.” This initiative, which won a “Campus Bright Idea” award, aligns our undergraduate research forum with a scholarship competition for top-performing students.

- Federal Scorecard Task Force, (co-chair), 2015-2016.
- Math & Music Enrollment Task Forces (chair), 2015-2016.
- Institute for TESOL Studies, Advisory Board, 2014-present.
- Student Learning Committee, 2012-present.
- Admissions Committee, 2012-present.
- Faculty Appointments and Tenure Committee, 2012-2014.
- University Leadership Council, 2011-2014.
- Academic Concerns Committee, 2005-2014.
- Core Curriculum Committee, 2005-2010, 2014-present.
- Budget Council, 2002-06, 2012-2014.
- Freshman Class Advisor, Huntington College, 2001-05

### **Professional Memberships and Affiliations**

American Conference of Academic Deans  
 Fort Wayne Area Deans' Working Group  
 Independent Colleges of Indiana  
 Indiana Arts Commission  
 Indiana Humanities Council

### **References**

- Dr. Sherilyn Emberton, President, Huntington University, Huntington, IN 46750. Phone: 260 359-4050. Email: [semberton@huntington.edu](mailto:semberton@huntington.edu)
- Dr. Todd Martin, Professor of English, Huntington University, Huntington, IN 46750. Phone: 260 359-4240. Email: [tmartin@huntington.edu](mailto:tmartin@huntington.edu).
- Ann McPherrren, Vice President for Strategy and Graduate and Adult Programs and Professor of Business, Huntington University, Huntington, IN 46750. Phone: 260 359-4225. Email: [amcpherrren@huntington.edu](mailto:amcpherrren@huntington.edu)
- Carolyn Perry, Senior Vice President and Dean of Faculty, Westminster College, Fulton, MO 65251. Phone: 573-592-5212. Email: [carolyn.perry@westminster-mo.edu](mailto:carolyn.perry@westminster-mo.edu)
- Glenn Sharfman, Provost and Vice President for Academic Affairs and Professor of History, Oglethorpe University, Atlanta, GA 30319. Phone: 404 364-8318. Email: [gsharfman@oglethorpe.edu](mailto:gsharfman@oglethorpe.edu)



Agenda Item No.

**AGENDA ITEM BRIEFING**

**Submitted by:** Emily Fourmy Cutrer, President  
Texas A&M University-Texarkana

**Subject:** Appointment of Vice President for Student Enrollment, Engagement, and Success

**Proposed Board Action:**

Appoint Ms. Kathy Williams as the Vice President for Student Enrollment, Engagement, and Success at Texas A&M University-Texarkana (A&M-Texarkana), effective immediately.

**Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), requires that the Board of Regents shall appoint vice presidents of system member universities.

The Vice President for Student Enrollment, Engagement, and Success is a new position established to enhance and elevate student services and student life at A&M-Texarkana. The position will provide leadership for a broad range of matters as directed by the president. These will include Enrollment Services, Registrar, Recruitment and Retention, Financial Aid, Veterans Services, Student Life, and Student Success (including the Success Center).

Ms. Williams is recommended for the position of Vice President for Student Enrollment, Engagement, and Success. Ms. Williams serves as associate vice president for enrollment management in which she has worked to streamline and enhance the enrollment and financial aid processes. Ms. Williams demonstrates the educational background, professional experiences and productivity, commitment to excellence, and personal countenance to provide thoughtful, accountable, and ethical leadership for the position.

A copy of Ms. Williams's resumé is attached.

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

President Cutrer recommends an initial salary of \$121,000 for Ms. Williams to be funded from general institutional funds.

Agenda Item No.

**TEXAS A&M UNIVERSITY-TEXARKANA**

Office of the President

July 11, 2016

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

Subject: Appointment of Vice President for Student Enrollment, Engagement, and Success

I recommend adoption of the following minute order:

**“Effective immediately, Ms. Kathy Williams is hereby appointed Vice President for Student Enrollment, Engagement, and Success at Texas A&M University-Texarkana, at an initial salary of \$121,000.”**

Respectfully submitted,

Emily Fourmy Cutrer  
President

**Approval Recommended:**

**Approved for Legal Sufficiency:**

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John Sharp  
Chancellor

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Ray Bonilla  
General Counsel

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

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

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Ms. Kathy Williams  
 Title: VP for Student Enrollment, Engagement, and Success  
 Salary: \$ 121,000

### External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	Salary.com	Chief Enrollment Management Officer	\$121,822
2.	HigherEdJobs.com	Chief Enrollment Management Officer	\$147,046
3.	Insidehighered.com	Chief Enrollment Management Officer	\$163,300
4.			
5.			

### Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Mr. James Scogin	Vice President for Finance & Administration	\$151,552
2.	Dr. Rosanne Stripling	Vice President for Academic & Student Affairs	\$188,300
3.	Mr. Jeff Hinton	Associate VP for Information Technology	\$120,000
4.			
5.			

**Comments, if necessary:**

This is a new position.

**Resumé  
Kathy Williams**

**EXPERIENCE**

**Associate Vice President for Enrollment Management, Texas A&M University-Texarkana  
– August 2014 - Present**

- Reorganized the Enrollment Services office resulting in improved efficiency in enrollment processes and better service to students
- Lead effort to implement new customized on-line undergraduate application including automated data upload to student information system
- Implemented new automated admission decision process and communication plan for applicants resulting in reducing notification to applicants of admission decision from two weeks to two days
- Automated several processes including assignment of cohort codes and fee rate codes as well as updating TSI status; implemented daily audit reports to ensure integrity of data in student information system; oversaw process to electronically load ACT and SAT test scores

**Registrar, Montana Tech – November 2011–August 2014  
Executive Director of Enrollment Management – July 2012-August 2014**

- Developed online and mobile version of Montana Tech catalog
- Established a system for electronic routing and signing of grade change, incomplete, incomplete removal, and course substitution forms to increase security and prevent fraud
- Implemented a customer service monitoring system which was used to provide rewards for employees excelling in providing customer service and identify training needs
- Implemented recruiting strategies which resulted in a 10% increase in the number of application for fall semester compared to this time last year
- Directly supervise the areas of recruiting, admissions, enrollment, and financial aid/scholarships

**Associate Director of Enrollment Processing, Montana Tech – March 2008-November 2011**

- Played an instrumental role in the restructuring of the Financial Aid Office, Admissions Office, and Registrar's Office into the Office of Enrollment Management
- Developed Curriculum, Advising, and Program Planning (CAPP) program in self-service module of Banner which allows students and faculty to perform their own degree audits
- Implemented new timeline for awarding continuing student scholarships so students would have a complete picture of their financial standing for the following academic year before they leave school for the summer. This new timeline also reduced the number of financial aid package revisions performed, thereby increasing efficiency within our office.
- Developed a procedure for electronically importing names of recruits from college fairs into Banner, increasing efficiency and decreasing the turnaround time for communicating with these students
- Supervised a staff of five employees

### **Admissions Office Manager, Montana Tech – January 2006-March 2008**

- Conducted appropriate research to develop recruitment communication plan, some of which is still in use today. This new plan placed more emphasis on high school juniors than our previous plan did, incorporated financial aid communication, and combined both electronic and paper communications
- Worked with third party vendor (CollegeNet) to develop online application for admission (for both undergraduate and graduate students) and housing, allowing us to accept online payments
- Developed triggers system in CollegeNet to send emails to various recruiters and academic departments to notify them when a new applicant from their territory/department applies for admission
- Supervised a staff of two employees

### **Director of Digger Card Center/Mail & Copy Center, Montana Tech – May 2000-June 2005**

- Developed Discounts for Diggers program allowing students to receive discounts at local businesses within the community
- Implemented card swipe system requiring students to swipe their card at campus recreation complex resulting in increased security and allowing us to monitor usage
- Purchased and implemented software system that allows electronic scanning of incoming packages, dramatically reducing the manual workload and increasing efficiency
- Developed and implemented invoicing system to assist departments in monitoring their mail/copying expenses
- Supervised a staff of two employees

### **Admissions Office Administrative Associate, Montana Tech – August 2000-May 2003**

- Processed all new student applications for north and south campuses
- Processed daily admission and recruit letters
- Developed a database for reconciling expenses with campus finance data warehouse
- Council of Deans Coordinator/Liaison /Annual Evaluation activities
- Provost's Liaison with General Counsel all academic matters
- Assumed university-wide leadership role with regard to Chair's Council; helped to create, design, and implement an Enrollment Management Growth Plan

### **EDUCATION**

- Associate of Science, Montana Tech, Butte, MT – May 1999
- B.S. in Business & Information Technology, Montana Tech, Butte, MT – July 2002
- M.B.A. in Marketing, Regis University, Denver, CO – August 2007
- Ed.D. in Leadership in Higher Education, Northcentral University, Prescott, AZ, February 2013-Present

Agenda Item No.

## **AGENDA ITEM BRIEFING**

**Submitted by:** M. Katherine Banks  
Vice Chancellor and Dean of Engineering  
Director, Texas A&M Engineering Experiment Station

**Subject:** Appointment of Associate Agency Director for Strategic Initiatives and Centers

### **Proposed Board Action:**

Appoint Dr. A.L. Narasimha Annapareddy (Reddy) as Associate Agency Director for Strategic Initiatives and Centers for the Texas A&M Engineering Experiment Station (TEES), effective immediately.

### **Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), states that the Board of Regents “shall appoint...deputy and associate directors of agencies.”

This agenda item seeks to appoint Dr. A.L. Narasimha Reddy as Associate Agency Director for Strategic Initiatives and Centers for TEES. This position reports to the TEES Deputy Director. The Associate Agency Director for Strategic Initiatives and Centers supervises numerous TEES Center/Institute Directors and the TEES Director for Center Operations. The position also oversees strategic initiatives, facilitates large scale proposals submitted to funding agencies and pursues funding opportunities for TEES and its centers and institutes.

Currently, Dr. Reddy serves as the TEES Assistant Agency Director for National and Global Initiatives and is the J.W. Runyon, Jr. '35 Professor I in the Department of Electrical and Computer Engineering. He has excelled in his duties in these positions. In recognition of his outstanding performance, I respectfully request elevation of Dr. Reddy to the rank of TEES Associate Agency Director for Strategic Initiatives and Centers, effective immediately.

An abbreviated version of Dr. Reddy's bio is attached.

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

It is recommended that Dr. Reddy's appointment be at the initial salary of \$264,874.

Agenda Item No.

**TEXAS A&M ENGINEERING EXPERIMENT STATION**

Office of the Director

May 26, 2016

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

Subject: Appointment of Associate Agency Director for Strategic Initiatives and Centers

I recommend adoption of the following minute order:

**“Effective immediately, Dr. A.L. Narasimha Annapareddy (Reddy) is hereby appointed Associate Agency Director for Strategic Initiatives and Centers for the Texas A&M Engineering Experiment Station, at an initial salary of \$264,874.”**

Respectfully submitted,

M. Katherine Banks  
Vice Chancellor and Dean of Engineering  
Director, Texas A&M Engineering  
Experiment Station

**Approval Recommended:**

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John Sharp  
Chancellor

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Dr. A. L. Narasimha Reddy  
 Title: Associate Agency Director for Strategic Initiatives &  
 Salary: \$ \$264,874

### External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA*	Associate VP for Research	\$182,682
2.	CUPA	Chief Technology Transfer Officer	\$174,871
3.	CUPA	Chief Research Officer	\$291,116
4.	ERI**	Vice President Planning & Development	\$293,310
5.			\$

### Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	David Lunt	Associate Agency Director	\$191,668
2.	Joe Pettibon	Associate Vice President	\$239,000
3.	Karen Butler-Purry	Associate Provost	\$247,000
4.	Deena McConnell	Associate Vice President	\$285,000
5.	Glen Laine	Vice President for Research	\$340,000

**Comments, if necessary:**

\* College and University Professional Association for Human Resources  
 \*\* Economic Research Institute, Houston TX Region  
 Costas Georghiades, previous incumbent: \$290,256



## ATTACHMENT TO ITEM

**Narasimha Reddy** received a Bachelor of Technology degree in Electronics and Electrical Communications Engineering from the Indian Institute of Technology, Kharagpur, India, in August 1985, and M.S. and Ph.D. degrees in Computer Engineering from the University of Illinois at Urbana-Champaign in May 1987 and August 1990, respectively.

Dr. Reddy is currently the J.W. Runyon Professor in the Department of Electrical and Computer Engineering at Texas A & M University. His research interests are in Computer Networks, Storage Systems, and Computer Architecture.

Dr. Reddy was a Research Staff Member at IBM Almaden Research Center in San Jose from 1990-1995. He holds five patents and was awarded a Technical Accomplishment Award while at IBM.

Dr. Reddy's honors include: the Outstanding Professor Award by the Institute for Electrical and Electronics Engineers (IEEE) student chapter at Texas A&M during 1997-1998, Faculty Fellow of the College of Engineering from 1999-2000, an Outstanding Faculty Award by the Department of Electrical and Computer Engineering during 2003-2004 and 2014-2015, the Distinguished Achievement Award for Teaching from Texas A&M University's Former Students Association in 2006 and a citation for "one of the most influential papers" from the first Association for Computing Machinery (ACM) Multimedia Conference. He is a Fellow of IEEE and a member of ACM.

**AGENDA ITEM BRIEFING**

**Submitted by:** Gary F. Sera, Director  
Texas A&M Engineering Extension Service

**Subject:** Appointment of Associate Agency Director

**Proposed Board Action:**

Appoint Mr. Vincent Scott Riggins as Associate Agency Director at Texas A&M Engineering Extension Service (TEEX), effective September 1, 2016.

**Background Information:**

System Policy [01.03, Appointing Power and Terms and Conditions of Employment](#), states that the Board of Regents shall appoint associate directors of agencies.

The Associate Agency Director for TEEX will have the responsibility and oversight of the agency's information technology. This position will serve as the agency Chief Information Officer. The Chief Information Officer will assure the successful execution of the agency's mission through the development and deployment of various technologies. The Chief Information Officer will also be responsible for all aspects of developing and implementing technology initiatives within the organization. The position will be responsible for managing the implementation of agency practices, programs, and procedures to cost-effectively protect information systems assets from intentional or inadvertent modification, disclosure or destruction. The position will develop, maintain, publish, and enforce agency information security standards and guidelines encompassing data and intellectual security. The Chief Information Officer proactively protects the integrity, confidentiality, and availability of information in the custody of, or processed by, the agency, providing reports to superiors regarding the effectiveness of network and data security and making recommendations for the adoption of new procedures and technologies as required. The position will report directly to the agency director and CEO of TEEX.

Mr. Riggins has been a member of the TEEX Senior Management Team since 2012. His advice and insight has been critical to long range strategic decisions, as well as solving problems of a more immediate nature. As the Chief Technology Officer he enhanced the security and informational capabilities of TEEX. His demonstrated leadership in forming and using the Information Technology Committee for Information Technology Governance was a vital contribution to employee engagement in better using information within TEEX for effectiveness and efficiency in accomplishing our mission of providing training, developing practical solutions and saving lives. He is an outstanding integrator as shown by his most recent Lean initiatives to help improve the integration and functionality of the Student Management System and to introduce a student portal system. A proven record of service, rational decisions, and the ability to handle difficult problems will make him an outstanding Associate Agency Director.

A copy of Mr. Riggins' resume is attached.

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

Mr. Riggins' initial salary will be \$146,130.

Agenda Item No.

**TEXAS A&M ENGINEERING EXTENSION SERVICE**

Office of the Director

July 12, 2016

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

Subject: Appointment of Associate Agency Director

I recommend adoption of the following minute order:

**“Effective September 1, 2016, Mr. Vincent Scott Riggins is hereby appointed Associate Agency Director at Texas A&M Engineering Extension Service, at an initial salary of \$146,130.”**

Respectfully submitted,

Gary F. Sera  
Director

**Submission Recommended:**

M. Katherine Banks  
Vice Chancellor and Dean of Engineering  
Director, Texas A&M Engineering Experiment Station

**Approval Recommended:**

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John Sharp  
Chancellor

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Billy Hamilton  
Executive Vice Chancellor and  
Chief Financial Officer

**Approved for Legal Sufficiency:**

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Ray Bonilla  
General Counsel

## Personnel Actions Requiring Board Action

Proposed New Hire:

Name: Vincent Scott Riggins  
 Title: Associate Agency Director  
 Salary: \$ 146,130

**External Market Data:**

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA Survey Data	Chief Information Security Officer	\$146,935
2.	PWC Benchmark Data	Chief Information Security Officer	\$159,080
3.	DOL- Occupational Statistics-Bryan/Coll Sta	Computer&Information Systems Mgr	\$91k-\$159k
4.			
5.			

**Internal Salary Data:**

	Incumbent Name	Job Title	Annual Salary
1.	Robert C. Todd	Associate Agency Director/CFO-TEEX	\$158,700
2.	Mark Stanford	Associate Agency Director - TFS	\$145,962
3.	William Oates	Associate Agency Director - TFS	\$137,905
4.			
5.			

**Comments, if necessary:**

There is no previous incumbent.

## **Vincent Scott Riggins**

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### **Education:**

Bachelor of Science in Nuclear Engineering from Texas A&M University, May 1992.

### **Work Experience:**

#### **June 2010–Present**

IT Security and Chief Technology Officer for Texas A&M Engineering Extension Service (TEEX). Functioned as the Chief Information Officer, TEEX Information Resource Manager for fulling state functions and member of TEEX senior management team. Provided executive oversight of information technology (IT) security, disaster recovery, technology initiative development/implementation, IT governance, Texas Department of information resources (DIR) performance measures for TEEX, information privacy, technical operations and support for agency websites and systems. Directed operation of Network and Information Services (NIS) department. Moved TEEX to industry standard practices for security and IT service management including SANS Critical Security Controls and ITIL.

#### **June 2000–May 2010**

Lead Software Application Developer for TEEX Knowledge Engineering Service (KEC). Requirements gathering, designed, developed, deployed, maintained, and supported various web, desktop, and hand-held software applications including online training portal, e-commerce, online campus/LMS, online testing, online scheduling, business automation, form automation, and system integration projects. Managed production Windows/IIS high availability web server farm and MSSQL server.

#### **September 1999–May 2000**

Graduate Research Assistant in Nuclear Engineering Department at Texas A&M University. Research on high performance computing techniques for computational neutron transport.

#### **September 1998–June 1999**

Project Manager II for TEEX Technology and Economic Development (TED) Division. Worked on computer-based instruction and web-based delivery of courses for TEEX training programs. Maintained TED's intranet which supported the field staff.

#### **January 1995–August 1998**

Instructional Materials Specialist for TEEX Electronics Training Division. Write/review/edit training manuals for the semiconductor industry, computer training, telecommunications, and general electronics. Teach fundamental knowledge classes. Development and programming of multimedia teaching aids. Day-to-day management of Novell NetWare LAN, management of Windows NT server, hardware and software troubleshooting, and support for installed PCs and network.

**May 1994–December 1994**

Computer graphic design work, editing, and desktop publishing at TEEX Electronics Training Division.

**May 1992–May 1994**

Graduate Research Assistant in Nuclear Engineering Department. Duties included maintenance of an accelerator and associated machines and electronics, assisted in various design projects to modify the accelerator or set up experiments, and gave guided tours of the facility. During Fall 1993 and Spring 1994, co-managed a Novell NetWare LAN, PC lab, and Mac lab. During Spring 1994 semester, was a teaching assistant.

**1987–1994**

Contract computer programming in C and Pascal, database design and programming.

**Relevant IT Skills:**

ITIL Foundations certification, Programming in ASP.NET, .NET Framework, JavaScript, HTML, CSS, XML, ColdFusion, ASP, JAVA, CGI, C/C++, FORTRAN, BASIC, Pascal, various scripting languages.

Database programming: MSSQL2008/2005/2000/7, Access, Informix, Paradox.

Web integration of SQL and Access databases, SharePoint

Windows 2003/NT Server/IIS management Novell NetWare LAN management.

Windows XP, Windows NT, Windows 98/95/3.1, DOS Mac OS (versions 1-7.5).

Graphic design work and desktop publishing on PC and Macintosh.

Hardware and software troubleshooting experience for PC and Macintosh.

VAX and UNIX experience.

**\*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.**