

MINUTES

REGULAR MEETING

BOARD OF REGENTS

THE TEXAS A&M UNIVERSITY SYSTEM

HELD IN

COLLEGE STATION, TEXAS

February 8, 2018

(Approved April 19, 2018)

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

February 8, 2018

CONVENE

Chairman Charles W. Schwartz convened a regular meeting of the Board of Regents of The Texas A&M University System at 8:33 a.m., Thursday, February 8, 2018, in the Board Meeting Room on the campus of Texas A&M University, College Station, Texas. The following members of the Board were present:

Mr. Charles W. Schwartz, Chairman
Ms. Elaine Mendoza, Vice Chairman
Mr. Phil Adams
Mr. Robert L. Albritton
Mr. Morris E. Foster
Mr. Tim Leach
Mr. Bill Mahomes
Mr. Clifton L. Thomas, Jr.
Mr. Stephen Shuchart, Student Regent

The following member of the Board was not present:

Mr. Anthony G. Buzbee

RECESS TO EXECUTIVE SESSION

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

(Note: The Board met in executive session from 8:33 a.m. until 11:35 a.m.)

RECONVENE

At 1:31 p.m., Chairman Schwartz reconvened the meeting in open session in the Bethancourt Ballroom of the Memorial Student Center, and said a quorum was present. He announced that the Board met in executive session earlier the same day from 8:33 a.m. to 11:35 a.m., and considered executive session agenda items and conferred with Chancellor John Sharp, several system and university administrators and system attorneys on personnel, real property, information technology, securities, gifts and legal matters.

INVOCATION

Chairman Schwartz called on Mr. Alex Shillow, a Texas A&M University-Commerce sophomore and member of the Division II National Championship Football Team, who presented the invocation.

CHAIRMAN'S REMARKS

Chairman Schwartz thanked everyone for attending the February Board meeting. He said the A&M System was fortunate to have excellent leadership throughout its executive ranks. He added that inevitably, change occurred through retirement and advancement. Chairman Schwartz said since the last meeting there had been several announcements. He noted that regrettably Dr. Ray Keck, President of Texas A&M University-Commerce, was unable to attend this meeting. He said Dr. Keck had been president of two A&M System universities, Texas A&M International University from 2001 to 2016 and presently, A&M-Commerce. Chairman Schwartz pointed out that Dr. Keck was stepping down as president at the end of the school year but would eventually return to teaching. He said the Board was grateful to Dr. Keck for his leadership and pursuit of educational excellence at the A&M System universities. He stated that the System would be greatly diminished by not having Dr. Keck as president. Chairman Schwartz said they would miss him as a president but looked forward to him serving as a teacher for many years to come.

Chairman Schwartz announced that Mr. Gary Sera, Director of the Texas A&M Engineering Extension Service (TEEX), had led TEEX since 2007 and would retire in the summer of 2018. He said TEEX was one of several A&M System agencies that responded and were still working as part of the Hurricane Harvey recovery mission. He added that in connection with that effort, he had seen Mr. Sera's work up close and the magnificent effort put in by TEEX in response to the devastation of Hurricane Harvey. Chairman Schwartz said the Board wished Mr. Sera the very best in the future.

Chairman Schwartz said they had known for a while that Dr. Hussey was stepping down as Vice Chancellor and Dean of Agriculture. He added that the Board would honor Dr. Hussey with a resolution and vote on naming his successor later in the meeting. He said the "A" in A&M stood for Agriculture and the Board appreciated the College of Agriculture and the agency's leadership over the past years. Chairman Schwartz advised that the agricultural extension agents were on the front lines, and Dr. Hussey had played an integral part in the Hurricane Harvey efforts. He said Dr. Hussey had also served as interim president of Texas A&M and would continue his service to the A&M System, and they wished him the very best in his future.

Chairman Schwartz reported that the A&M System RELLIS campus was emerging and each day brought new and exciting news. He said the Center of Infrastructure Renewal was open, buildings for the Texas A&M Transportation Institute and Blinn College were underway and the Board would vote on breaking ground on the first academic building at RELLIS. He added that Mr. John Barton, Associate Vice Chancellor and Director of the RELLIS campus, had announced he was moving to Colorado to be near family. Chairman Schwartz said

Mr. Barton would be missed and the Board was thankful for the effort and hard work he put in to making RELLIS what he and many others considered one of the most innovative projects in public education today. He advised that RELLIS was moving quickly and Chancellor Sharp had named Mr. Barton's successor, Mr. Kelly Templin, former College Station City Manager.

Chairman Schwartz said finally, Mr. Russ Wallace, Executive Director of Facilities Planning and Construction, had kept the Board informed on System construction projects and kept those projects on pace. He added that Mr. Wallace had decided to retire later this month, and the Board was thankful for his service. He said he would be missed and they hoped Mr. Wallace's successor had as much success in building the many buildings throughout the A&M System as he had. Chairman Schwartz wished them all good luck.

CHANCELLOR'S REMARKS

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

Chairman Schwartz said he would like to consider Item 6.29 out of order. He called on Mr. Michael Young, President of Texas A&M, to present this item.

President Young announced that Mr. James D. "Doug" Pitcock, Jr. '49 in every way represented the core values of Texas A&M: Respect, Excellence, Leadership, Loyalty, Integrity and especially Selfless Service. He said today they acknowledged that example and hoped that all who walked through the portals of the Texas A&M University Hotel/Conference Center would be reminded what it means to be an Aggie. He advised that Mr. Pitcock's biography was full of accolades, particularly in the transportation industry, but also in his unyielding support of his alma mater and the values that Texas A&M represented. He said in 2002 he was honored for his emergency reconstruction of the collapsed Queen Isabella Causeway.

Regent Adams said he wanted to make the motion to honor Mr. Pitcock, a great Aggie, selfless service, great Texan and great American.

On motion of Regent Adams, seconded by Vice Chairman Mendoza, and by a unanimous vote, the following minute order was approved (001):

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### **MINUTE ORDER 001-2018 (ITEM 6.29)**

#### **NAMING OF THE TEXAS A&M UNIVERSITY HOTEL/CONFERENCE CENTER THE "DOUG PITCOCK '49 HOTEL AND CONFERENCE CENTER," THE TEXAS A&M UNIVERSITY SYSTEM**

The Texas A&M University Hotel and Conference Center is hereby named the "Doug Pitcock '49 Hotel and Conference Center."

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THE PERMANENT UNIVERSITY FUND LANDS (“PUF LANDS”): AN OVERVIEW

Mr. Mark Houser, Chief Executive Officer of University Lands, presented this update (copy of which is on file in the Office of the Board of Regents).

Chairman Schwartz said the Board widely shared the view that University Lands and the PUF were among the great treasures of higher education in the U.S. He added that the Board was committed to protect those resources for the people of the state of Texas.

**PUBLIC HEARING REGARDING PROPOSED
RELLIS ACADEMIC CAMPUS TUITION AND FEE RATE STRUCTURE FOR
THE TEXAS A&M UNIVERSITY SYSTEM**

Chairman Schwartz announced that the Texas Education Code required the Board to hold a public hearing on certain proposed increases in tuition and fees. He said the purpose of this public hearing was to comply with this requirement and provide an opportunity to receive input from students and the public on the proposed designated tuition rate for the RELLIS Academic Campus, effective with the fall 2018 semester. He explained that as mentioned in the Committee on Finance meeting, the overall proposed academic charge would be \$295 per semester credit hour. Chairman Schwartz said this was in line with rates charged by the A&M System regional universities. He added that the Board had received no requests for public testimony and therefore the Board hearing was opened and closed. He said the Committee on Finance considered the proposed designated tuition rate the previous day during discussion and vote on Item 1.1, and the full Board would take action on this item later today.

RECESS AND RECONVENE

Chairman Schwartz recessed the meeting at 2:19 p.m.

(Note: On Wednesday, February 7, the Committee on Academic and Student Affairs convened at 2:00 p.m. and adjourned at 4:00 p.m. The Committee on Finance convened at 4:15 p.m. and adjourned at 5:05 p.m. On Thursday, February 8, the Committee on Audit convened at 2:19 p.m. and adjourned at 2:35 p.m. The Committee on Buildings and Physical Plant convened at 2:36 p.m. and adjourned at 2:40 p.m.)

Chairman Schwartz reconvened the meeting at 2:41 p.m. He said the Board had received a request for oral testimony from Dr. Angie Hill Price '87, Speaker of the Texas A&M Faculty Senate, regarding Item 6.5.

Dr. Price thanked the Board for allowing her to speak on this item, dealing with changes to System Policy 01.03 (Appointing Power and Terms of Condition of Employment), particularly with respect to changes in Sections 2.3 and 2.6. She said new verbiage in Section 2.6 states that while university presidents and agency directors are expected to seek input from key campus or agency stakeholders, including administrators, faculty and staff in

their decisions associated with the employment or reappointment of vice presidents, deans, department heads, and deputy or associate directors, including provisions addressing a required application and selection process, set appointment terms and a required reappointment process, they would not be constrained by member rules and the appointment of these processes. Dr. Price said this verbiage was very concerning to the faculty. She pointed out that they understood that there were opportunities for improvement in the processes, but Chancellor Sharp talked about all the wonderful things that had happened in the A&M System and the extraordinary accomplishments at this university and elsewhere. She said this had been achieved through the guidance of academic leaders who went through these processes.

Dr. Price advised that they were very successful in making sure the faculty and stakeholders essential in the development of the university were listened to and engaged in the process. She said there was room for improvement, but a statement that enabled any process to be summarily dismissed and ignored without explanation to the stakeholders; faculty, administrators, or staff, was an extreme reaction. She emphasized that this change had the potential for unintended consequences, such as deterring viable and desirable candidates for academic leadership positions. Dr. Price said persons might not want to apply or submit themselves for consideration when they could not have confidence that they would be treated equitably. She added that meaningful faculty engagement was essential to the continued success of their academic leaders and to the advancement of the university and the System. She asked that the Board remove Item 6.5 from the consent agenda and vote “no” or at least delay consideration until a meaningful dialog could occur and they could address the concerns in a constructive fashion. Dr. Price thanked the Board for their consideration of this matter and allowing her to speak.

Chairman Schwartz said he would remove Item 6.5 from the omnibus consent agenda. He added that what Dr. Price said was important, but the Board had discussed the effect of the current practice on hiring and retention of senior academic officials in the university for some time. He said they commissioned a survey of similar peer institutions and the firm conclusion was that they might not stand alone, but were in a tiny minority of similarly situated institutions with this practice. Chairman Schwartz noted that they wanted to align themselves with best practices throughout the U.S. He said it had been reported to them with confidence that faculty participation in the votes was not very high. He advised that therefore, they had the odd circumstance that only a small group of interested stakeholders actually participated in the process.

Chairman Schwartz said they were not trying to be counterproductive but to open up more and better lines of communication rather than the binary up or down votes by the faculty, which preempted the process. He explained that he was not a member of the faculty or administration so he did not know how well this had been socialized with the faculty community, but had been told that the faculty senate, some leading professors and principal investigators agreed that the proposed changes were a step forward in enhancing rather than precluding communications. He said hearing these arguments from the administration, it was the Board’s intention to align itself with the majoritarian practices of the finest universities in the country and take steps to have a multitude of input. Chairman Schwartz pointed out that it certainly was not an attempt to shut anything down, but to open up a process.

He said Item 6.5 was a salutary change that would enhance the A&M System structure and open up opportunities for people to become leaders in the various academic communities and the university.

Vice Chairman Mendoza reported that she had heard some frustration by search committee members who devoted a lot of time, effort and study to the selection process. She said this consisted of reviewing candidates, taking time to visit, taking time to debate with the committee and go through a very long process to get the “cream of the crop” to the forefront. She advised that the frustration was that once that happened, a 10% to 20% -- a smaller percentage -- of the faculty vote could negate all that work. Vice Chairman Mendoza said that was something to consider; it was hard to replicate all the diligence and information that came before a search committee -- especially a robust search committee -- with just a meet and greet or reading of a bio. She added that she was not saying the vote was not thoughtful; it was just a small group that voted. She said juxtapose to that diligent process of time and energy spent to get to know the candidates and thoroughly debate the issues from varying views around the search committee, there was some frustration.

Dr. Price said she understood that frustration because she had served on a number of search committees. She added that their processes could stand improvement, but they would like to delay this to have a conversation and get some constructive changes done. She said the problem with this was that it essentially stated that no matter the process or what improvements were made, that could be ignored. Dr. Price noted that this was concerning because while they had extremely well intentioned leaders supporting the faculty now, it could open the door. She said they made rules not for the best of us, but for the worst of times. She pointed out that this could lead to a “Pandora’s Box” of problems for the university, for the elimination of consideration of any of the stakeholders. Dr. Price said this could eliminate when a search committee went through those deep processes and made their best efforts, that could be ignored as well, and that was terrifying. She emphasized that to have a search committee go through the whole process, put in due diligence, look at the candidates and vet them -- this policy would enable that process to be ignored, possibly resulting in unintentional consequences. Dr. Price reiterated that no one intended for that to happen, but this policy enabled that and the faculty senate was concerned. She said they needed to look at the faculty engagement, and the administration, president and provost had expressed interest in working with faculty to improve and enhance faculty engagement to ensure they were getting that input. She explained that the vote was a problem, but this did not solve that issue, it potentially made it worse.

Regent Adams said this Board always welcomes input and he did not see that this policy change would stop that. Dr. Price said she agreed about this board, but said she was referring to potentially future boards and future administrators. She said the problem was once this policy was in place, it did not allow them to change it again.

Chairman Schwartz said that was not true. He said this board made a policy and their successors could change those policies. He added that the factor that influenced his decision making more than any other was how aberrational the policy was, a tiny majority of peer institutions followed the current policy, which was clearly not in the mainstream. Chairman Schwartz said the absence of this policy was not affecting their peer institutions from

having the kind of open and creative communication between faculty and administration. He noted that of the Association of American Universities they surveyed, very few replicated the A&M System's voting procedure. He said his vote was formed by his belief that things could always be improved and the thought that they needed to eliminate an aberrational system. Chairman Schwartz advised that in the future, if additional changes needed to be made to enhance communication between the faculty and administration, and the administration and the Board, he was confident that this board was amenable to that. He said they needed to take action on this; it was responsible and timely. He reported that this had been discussed fully with various constituencies, including the Faculty Senate. He said while he understood and respected their position, he did not want to be thought of as casting his vote in derogation of their views.

Chancellor Sharp said this board and all concerned knew that faculty was at the heart of A&M System universities, and that resources must go to the faculty. He added that no other board of regents had done that better than this board. He said whether it was, putting outsource money into a fund for the president to use only for the faculty and research, or taking public-private partnership funds and using them specifically for that purpose -- this board had blessed all those. Chancellor Sharp emphasized that they knew without great faculty they were just another bump in the road. He said particularly with vice chancellor searches, whether it was engineering or agriculture, the service individuals in the Texas Forest Service, TEEX or the Texas A&M Engineering Experiment Station asked to vote -- they did not consider it fair that faculty voted and they could not. He noted that if they allowed service individuals to vote, that would pit both sides against each other. Chancellor Sharp said they should not fear that this group would hire a president that the faculty abhorred. He advised that they would not put individuals on a search committee that they would not listen to throughout that process. He pointed out that the deans and President Young listened to the faculty senate, therefore he did not think it was a concern. He said the current policy kept them in the box a little too much.

Dr. Price said the way this policy was written did not require consideration or participation from the faculty. She said she understood the concern about the vote, but this was a broad scale rule that was dealing with a very specific issue, which concerned the faculty. Dr. Price added that the Faculty Senate was informed of these changes and had been working to discuss their concerns, which was the reason she was present. She said she had talked to a number of faculty across campus who also found it frightening. She advised that this policy allowed for the total disengagement of faculty.

Chairman Schwartz said he respectfully disagreed. He added that Section 2.6 stated that the presidents and agency directors are expected to seek input from key campus stakeholders including administrators, faculty, staff and so on. He said more important than the language in the policy was the expectation that the Board intended to be in business tomorrow, which they could not do without the support of the faculty and the goodwill of the Faculty Senate, the Distinguished Professors and the Council of Principal Investigators. Chairman Schwartz advised that the notion that there was a magical formula or talisman that could supplant their goodwill was misplaced, because it must be the product of their goodwill and agreement with the importance of faculty input into these matters, rather than magic words in the formula. He said he continued to express his opposition to the historic practice he believed to be aberrational.

Vice Chairman Mendoza said they absolutely had to have faculty input and the frustration was that only a few voted relative to the size of the population. She asked by what other mechanism they could garner that support. She added that the Board believed the policy language did articulate that they must do a better job of collecting the information. Vice Chairman Mendoza said they must have faculty input, without a doubt, and that needed to be clear.

Dr. Price said she respectfully requested that the Board consider making it clear that faculty input was essential, and perhaps fine-tune this to specific concerns about the vote itself.

Chairman Schwartz said he believed the policy did that, but more importantly, the great thing about successive boards and the next meeting in April was that they could undo what they had done and improve things. He advised that they were not closing their minds to this, but the adoption of Item 6.5 was a step forward. He said then, if the faculty senate or any other constituent, had suggestions about how they could further improve -- literally and figuratively -- their doors were open and they would consider it openly and honestly.

Regent Adams stated that what they were moving to was very similar to a policy that was working so well at all of the great universities. Chairman Schwartz said that was his understanding. Regent Adams advised that they were moving in the right direction.

Chairman Schwartz thanked Dr. Price for her participation and hoped she would give a good report to the Faculty Senate.

On motion of Regent Thomas, seconded by Regent Adams, and by a unanimous vote, the following minute order was approved (002):

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**MINUTE ORDER 002-2018 (ITEM 6.5)**

**APPROVAL OF REVISIONS TO SYSTEM POLICY 01.03  
(APPOINTING POWER AND TERMS AND CONDITIONS OF EMPLOYMENT),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 01.03 (Appointing Power and Terms and Conditions of Employment), as shown in the attached exhibit, are approved, effective immediately.

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REPORT FROM THE COMMITTEE ON FINANCE

Regent Mahomes, Chairman of the Committee on Finance, said the committee met the previous day and considered Items 1.1 and 1.2, and recommended these items to the full Board for approval.

On motion of Regent Foster, seconded by Regent Leach, and by a unanimous vote, the following minute orders were approved (003 and 004):

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**MINUTE ORDER 003-2018 (ITEM 1.1)**

**APPROVAL OF RELLIS ACADEMIC CAMPUS TUITION AND  
FEE RATE STRUCTURE FOR THE TEXAS A&M UNIVERSITY SYSTEM,  
THE TEXAS A&M UNIVERSITY SYSTEM**

A public hearing required by law for establishing a designated tuition rate has been properly conducted in accordance with the Texas Education Code.

The tuition and fee rate structure as shown on the attached exhibit is approved for the RELLIS academic campus, effective with the fall 2018 semester.

**MINUTE ORDER 004-2018 (ITEM 1.2)**

**APPROPRIATION OF FUNDS FOR THE PURCHASE  
OF SECURE ENCLAVE DATA STORAGE ENVIRONMENT,  
THE TEXAS A&M UNIVERSITY SYSTEM**

An amount of up to \$3,500,000 from Account No. 01-084243 Permanent University Fund debt proceeds (AUF), is hereby appropriated for the purchase of the Secure Enclave data storage environment. This appropriation is contingent upon the estimated savings in Permanent University Fund debt proceeds from the Human Capital Management project.

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).

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REPORT FROM THE COMMITTEE ON AUDIT

Regent Thomas, Chairman of the Committee on Audit, announced that the committee met earlier in the day and received several reports and updates, including the Monthly Audit Report and the Audit Tracking Report. He said five presidents reported on their outstanding Code 4 audits.

REPORT FROM THE COMMITTEE ON BUILDINGS AND PHYSICAL PLANT

Regent Leach, Chairman of the Committee on Buildings and Physical Plant, said the committee met earlier the same day and approved Items 3.1 through 3.3 as presented.

On motion of Regent Leach, seconded by Vice Chairman Mendoza, and by a unanimous vote, the following minute orders were approved (005 through 007):

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**MINUTE ORDER 005-2018 (ITEM 3.1)**

**PROJECT RENAMING, APPROVAL OF THE  
PROJECT SCOPE AND BUDGET, APPROPRIATION FOR  
CONSTRUCTION SERVICES, AND APPROVAL FOR CONSTRUCTION  
FOR THE RELLIS ACADEMIC COMPLEX – PHASE I PROJECT (01-3233),  
THE TEXAS A&M UNIVERSITY SYSTEM RELLIS CAMPUS, BRYAN, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

Change the project name from “Gateway Education Center - Phase I” to “RELLIS Academic Complex - Phase I.”

The project scope along with a project budget of \$42,000,000 for the RELLIS Academic Complex - Phase I Project is approved.

The amount of \$42,000,000 is appropriated from Account No. 01-084243 Permanent University Fund Debt Proceeds (AUF), for construction services and related project costs. The amount of \$8,000,000 is reverted to Account No. 01-083540 Revenue Financing System Debt Proceeds (AUF).

The RELLIS Academic Complex - Phase I Project, The Texas A&M University System, Bryan, Texas, is approved for construction.

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

**MINUTE ORDER 006-2018 (ITEM 3.2)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE  
STUDENT SERVICES BUILDING PROJECT (02-3235),  
TEXAS A&M UNIVERSITY, COLLEGE STATION, TEXAS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The project scope along with a project budget of \$42,629,000 for the Student Services Building Project is approved.



The amount of \$38,629,000 is appropriated from Account No. 01-083540 Revenue Financing System Debt Proceeds (Student Fees), for construction services and related project costs.

The Student Services Building Project, Texas A&M University, College Station, Texas, is approved for construction.

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

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

**MINUTE ORDER 007-2018 (ITEM 3.3)**

**APPROVAL OF THE PROJECT SCOPE AND BUDGET,  
APPROPRIATION FOR CONSTRUCTION SERVICES,  
AND APPROVAL FOR CONSTRUCTION FOR THE  
RELLIS PHASE I PARKING LOT PROJECT (FSP#2017-02116),  
THE TEXAS A&M UNIVERSITY SYSTEM RELLIS CAMPUS, BRYAN, TEXAS,  
TEXAS A&M UNIVERSITY**

The project scope along with a project budget of \$6,729,000 for the RELLIS Phase I Parking Lot Project is approved.

The amount of \$6,291,500 is appropriated from Account No. 01-083540, Revenue Financing System Debt Proceeds (Parking Revenue), for construction services and related project costs.

The RELLIS Phase I Parking Lot Project, The Texas A&M University System RELLIS Campus, Bryan, Texas, is approved for construction.

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

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

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REPORT FROM THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Vice Chairman Mendoza, Chairman of the Committee on Academic and Student Affairs, announced that the committee met the previous day and received several reports. She said they began with Student Affairs and the impact that the co-curricular experience had on student success, particularly in making sure that Student Affairs programs were monitoring and measuring the effect on persistence and graduation rates. She added that they discussed low-producing programs and the process by which the A&M System began to consolidate and/or shed low-producing programs. Vice Chairman Mendoza said they also discussed the process by which they were making sure that each of the institutions were taking care of all programs and not investing where they should not be.

Vice Chairman Mendoza reported that they had follow-up discussions on student/faculty ratio and the relationship to student success. She said there were many good ideas and they needed to do further study on that. She thanked Dr. James Hallmark, Vice Chancellor for Academic Affairs, for the five-year update on the EmpowerU initiatives and everything that fell under EmpowerU. Vice Chairman Mendoza said Dr. Hallmark designated individuals to look at exactly what they were doing under each of those areas to ensure they were looking at the right metrics and student learning outcomes (SLO), looking at faculty recruitment and retention in the right way and so on. She added that they wanted to be sure they were not stuck in their ways, but broadening their vision around these critical areas to ensure student success. She said Dr. Hallmark showed the committee the latest results on SLO for discipline specific and integration of broad-based knowledge. Vice Chairman Mendoza advised that those were the last two of the six SLO that the A&M System determined were worthy of monitoring and making sure they broadcast those results. She said they could view these on the website EmpowerU.tamus.edu.

Vice Chairman Mendoza said they were looking for a date in late March to go over the data and discuss it between the institutional leaders on how best to leverage this information to ensure their strategies were appropriate and doing the best they could to support the students.

ADDITIONAL ITEMS CONSIDERED BY THE BOARD

Dr. Walter Wendler, President of West Texas A&M University (WTAMU), presented Item 5.1.

Chairman Schwartz recognized Corporal Monty Platt's widow, Mrs. RoseAnne Platt and son, Thomas Platt. He introduced police chiefs and officers from WTAMU and Texas A&M who were present to honor Corporal Platt.

On motion of Vice Chairman Mendoza, seconded by Regent Adams, and by a unanimous vote, the following minute order was approved (008):

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**MINUTE ORDER 008-2018 (ITEM 5.1)**

**ADOPTION OF A RESOLUTION TO  
HONOR THE MEMORY OF WEST TEXAS A&M UNIVERSITY  
POLICE DEPARTMENT CORPORAL MONTY DALE PLATT  
FOR HIS COMMITMENT AND DEDICATION TO THE  
COMMUNITY OF WEST TEXAS A&M UNIVERSITY,  
THE TEXAS A&M UNIVERSITY SYSTEM**

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

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Mr. Phillip Ray, Vice Chancellor for Business Affairs, presented Item 5.2.

Chairman Schwartz congratulated the team. He added that he and Chancellor Sharp attended the presentation of the Harlon Hill Trophy to Mr. Luis Perez in Florence, Alabama.

On motion of Regent Mahomes, seconded by Regent Foster, and by a unanimous vote, the following minute order was approved (009):

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**MINUTE ORDER 009-2018 (ITEM 5.2)**

**ADOPTION OF A RESOLUTION HONORING  
THE TEXAS A&M UNIVERSITY-COMMERCE LIONS FOOTBALL TEAM,  
TEXAS A&M UNIVERSITY-COMMERCE**

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

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Chancellor Sharp presented Item 5.15.

On motion of Vice Chairman Mendoza, seconded by Regent Adams, and by a unanimous vote, the following minute order was approved (010):

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**MINUTE ORDER 010-2018 (ITEM 5.15)**

**ADOPTION OF A RESOLUTION HONORING  
DR. MARK A. HUSSEY AS VICE CHANCELLOR FOR AGRICULTURE  
AND LIFE SCIENCES AND DEAN OF THE COLLEGE OF AGRICULTURE  
AND LIFE SCIENCES AND BESTOWING THE TITLE OF EMERITUS,  
THE TEXAS A&M UNIVERSITY SYSTEM**

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

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President Young presented Items 5.3 through 5.7.

On motion of Regent Adams, seconded by Regent Mahomes, and by a unanimous vote, the following minute orders were approved (011 through 015):

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**MINUTE ORDER 011-2018 (ITEM 5.3)**

**APPROVAL FOR DR. JEFFERY K. TOMBERLIN,  
DR. JONATHAN A. CAMMACK AND MR. FENGCHUN YANG,  
SYSTEM EMPLOYEES, TO EACH SERVE AS AN OFFICER,  
MEMBER OF THE BOARD OF DIRECTORS AND EMPLOYEE OF  
AN ENTITY THAT PROPOSES TO LICENSE TECHNOLOGY  
FROM THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY, TEXAS A&M AGRILIFE RESEARCH**

The Board of Regents of The Texas A&M University System approves for Dr. Jeffery K. Tomberlin, Dr. Jonathan A. Cammack, and Mr. Fengchun Yang, employees of Texas A&M University and/or Texas A&M AgriLife Research, to each serve in their individual capacity as an officer, a member of the board of directors and an employee of EVO Conversion Systems, 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. Tomberlin, Dr. Cammack and Mr. Yang.

**MINUTE ORDER 012-2018 (ITEM 5.4)**

**APPROVAL FOR DR. ELIZABETH SALLY WARD OBER AND  
DR. RAIMUND J. OBER, SYSTEM EMPLOYEES, TO EACH  
SERVE AS AN OFFICER, MEMBER OF THE BOARD OF  
DIRECTORS AND EMPLOYEE OF ASTERO BIOPHARMA LLC,  
AN ENTITY THAT PROPOSES TO LICENSE TECHNOLOGY  
FROM THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves for Dr. Elizabeth Sally Ward Ober and Dr. Raimund J. Ober, employees of Texas A&M University, to each serve in their individual capacity as an officer, member of the board of directors and employee of Astero BioPharma 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 Drs. Ward Ober and Ober.

**MINUTE ORDER 013-2018 (ITEM 5.5)**

**APPROVAL FOR MS. LAURALEE HUGHES,  
A SYSTEM EMPLOYEE, TO SERVE IN HER OFFICIAL CAPACITY AS A  
MEMBER OF THE BOARD OF DIRECTORS OF PRORINEDA, INC., A  
BUSINESS ENTITY FORMED FOR THE PURPOSE OF DEVELOPMENT  
AND COMMERCIALIZATION OF TECHNOLOGY OWNED BY  
THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby approves for Ms. LauraLee Hughes, a Texas A&M University employee, to serve on behalf of The Texas A&M University System in her official capacity as a member of the board of directors of ProRiNeDa, Inc., an entity formed for the purpose of development and commercialization of technology owned by The Texas A&M University System.

**MINUTE ORDER 014-2018 (ITEM 5.6)**

**APPROVAL FOR DR. KAREN WOOLEY AND DR. ASHLEE JAHNKE,  
SYSTEM EMPLOYEES, TO SERVE AS OFFICERS, MEMBERS OF THE  
BOARD OF DIRECTORS AND EMPLOYEES OF SUGAR PLASTICS, LLC,  
AN ENTITY THAT PROPOSES TO SUB-LICENSE TECHNOLOGY  
OWNED BY THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves for Dr. Karen Wooley and Dr. Ashlee Jahnke, employees of Texas A&M University, to serve, in their individual capacities, as officers, members of the board of directors and employees of Sugar Plastics, LLC, an entity that plans to enter into an agreement to sub-license technology owned by 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. Wooley and Dr. Jahnke.

**MINUTE ORDER 015-2018 (ITEM 5.7)**

**APPROVAL FOR DR. RICHARD GOMER,  
A SYSTEM EMPLOYEE, TO SERVE AS AN OFFICER, MEMBER OF  
THE BOARD OF DIRECTORS AND EMPLOYEE OF PRORINEDA, INC.,  
A BUSINESS ENTITY THAT PROPOSES TO ENTER INTO  
AN AGREEMENT TO LICENSE TECHNOLOGY FROM  
THE TEXAS A&M UNIVERSITY SYSTEM,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby approves for Dr. Richard Gomer, 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 ProRiNeDa, Inc., a business entity that proposes to enter into an agreement 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. Gomer.

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Chairman Schwartz said the proposed amendments to the Bylaws, sent to the Regents on January 22, removed certain outdated provisions and incorporated other changes aimed at enhancing the Board's ability to govern the A&M System effectively while meeting applicable deadlines and providing for efficient administration of their business. He called on Mr. Ray Bonilla, General Counsel, who presented Item 5.8.

On motion of Regent Adams, seconded by Vice Chairman Mendoza, and by a unanimous vote, the following minute order was approved (016):

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**MINUTE ORDER 016-2018 (ITEM 5.8)**

**APPROVAL OF  
AMENDMENTS TO THE BYLAWS OF THE BOARD OF REGENTS,  
BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM**

The amendments to the Bylaws of the Board of Regents, as filed with the Executive Director, Board of Regents, on January 22, 2018, and as described in the attached exhibit, are approved effective immediately.

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Mr. Bonilla presented a summary of Items 5.9 through 5.12.

Chairman Schwartz reported that no formal action was required unless the Board wished to amend the recommendations. He said that otherwise they would view the campus carry rules with respect to Prairie View A&M University, A&M-Commerce, Texas A&M University-Central Texas and Texas A&M University-Kingsville as adopted.

(Note: Items 5.9 through 5.12 were not amended during the meeting, and therefore, no Board action was required.

*Agenda Item 5.9 – Review Proposed Revisions and Potentially Amend
Rule 34.06.02.P1, Carrying Concealed Handguns on Campus, PVAMU*

*Agenda Item 5.10 – Review Proposed Revisions and Potentially Amend
Rule 34.06.02.R1, Carrying Concealed handguns on Campus,
A&M Commerce*

*Agenda Item 5.11 – Review Proposed Revisions and Potentially Amend
Rule 34.06.02.D1, Carrying Concealed Handguns on Campus,
A&M-Central Texas*

*Agenda Item 5.12 – Review Proposed Revisions and Potentially Amend
Rule 34.06.02.K1, Carrying Concealed handguns on campus,
Texas A&M-Kingsville)*

Chairman Schwartz presented Items 5.13 and 5.14, which were considered in executive session.

On motion of Regent Mahomes, seconded by Vice Chairman Mendoza, and by a unanimous vote, the following minute orders were approved (017 and 018):

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**MINUTE ORDER 017-2018 (ITEM 5.13)**

**AUTHORIZATION FOR THE PRESIDENT TO NEGOTIATE AND EXECUTE NEW EMPLOYMENT CONTRACTS FOR MIKE ELKO, ASSISTANT FOOTBALL COACH – DEFENSIVE COORDINATOR; DARRELL DICKEY, ASSISTANT FOOTBALL COACH – OFFENSIVE COORDINATOR; DAMEYUNE CRAIG, ASSISTANT FOOTBALL COACH; HERMAN J. “JAY” GRAHAM III, ASSISTANT FOOTBALL COACH; MAURICE LINGUIST, ASSISTANT FOOTBALL COACH; JAMES L. TURNER, ASSISTANT FOOTBALL COACH; TERRENCE PRICE, ASSISTANT FOOTBALL COACH; BRADLEY DALE PEVETO, ASSISTANT FOOTBALL COACH; TIM BREWSTER, ASSISTANT FOOTBALL COACH; JERRY SCHMIDT, HEAD FOOTBALL STRENGTH AND CONDITIONING COACH; MARK ROBINSON, FOOTBALL DIRECTOR OF OPERATIONS; AND LAURA KUHN, HEAD WOMEN’S VOLLEYBALL COACH, TEXAS A&M UNIVERSITY**

Authority is hereby granted to the President of Texas A&M University to negotiate and execute new employment contracts, upon review for legal form and sufficiency by the Office of General Counsel, with the following persons:

Assistant Football Coach, Defensive Coordinator – Mike Elko  
Assistant Football Coach, Offensive Coordinator – Darrell Dickey  
Assistant Football Coach – Dameyune Craig  
Assistant Football Coach – Herman J. (Jay) Graham III  
Assistant Football Coach – Maurice Linguist  
Assistant Football Coach – James L. Turner  
Assistant Football Coach – Terrence Price  
Assistant Football Coach – Bradley Dale Peveto  
Assistant Football Coach – Tim Brewster  
Head Football Strength and Conditioning Coach – Jerry Schmidt  
Football Director of Operations – Mark Robinson  
Head Women’s Volleyball Coach – Laura Kuhn

**MINUTE ORDER 018-2018 (ITEM 5.14)**

**APPOINTMENT OF DR. PATRICK J. STOVER  
AS VICE CHANCELLOR FOR AGRICULTURE AND LIFE SCIENCES  
AND DEAN OF THE COLLEGE OF AGRICULTURE AND LIFE SCIENCES,  
THE TEXAS A&M UNIVERSITY SYSTEM**

Effective March 1, 2018, Dr. Patrick J. Stover is hereby appointed Vice Chancellor for Agriculture and Life Sciences and Dean of the College of Agriculture and Life Sciences at Texas A&M University, at an initial annual salary of \$450,000.



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CONSENT AGENDA ITEMS

Chairman Schwartz presented Items 6.1 through 6.39, excluding Items 6.5 and 6.29, which were voted on earlier in the meeting.

On motion of Regent Adams, seconded by Regent Thomas, and by a unanimous vote, the following minute orders were approved (019 through 055):

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**MINUTE ORDER 019-2018 (ITEM 6.1)**

**APPROVAL OF MINUTES FROM THE  
OCTOBER 19, 2017 REGULAR BOARD MEETING,  
OCTOBER 20, 2017 SPECIAL WORKSHOP MEETING,  
NOVEMBER 7, 2017 SPECIAL TELEPHONIC MEETING,  
NOVEMBER 30, 2017 SPECIAL MEETING, AND  
DECEMBER 4, 2017 SPECIAL TELEPHONIC MEETING,  
BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM**

The Minutes of the October 19, 2017, Regular Board Meeting; the October 20, 2017, Special Workshop Meeting; the November 7, 2017, Special Telephonic Meeting; the November 30, 2017, Special Meeting; and the December 4, 2017, Special Telephonic Meeting are hereby approved.

**MINUTE ORDER 020-2018 (ITEM 6.2)**

**APPROVAL OF FY 2019 OPERATING BUDGET GUIDELINES,  
THE TEXAS A&M UNIVERSITY SYSTEM**

The Texas A&M University System guidelines for the FY 2019 operating budget, as shown in the attached exhibit, are hereby adopted.

**MINUTE ORDER 021-2018 (ITEM 6.3)**

**GRANTING OF THE TITLE OF EMERITUS, FEBRUARY 2018,  
THE TEXAS A&M UNIVERSITY SYSTEM**

In recognition of long and distinguished service to The Texas A&M University System, the Board of Regents hereby confirms the recommendation of the Chancellor, and confers the title of “Emeritus” upon the individuals as shown in the attached exhibit, Emeritus Title List No. 18-02, and grants all rights and privileges of this title.

**MINUTE ORDER 022-2018 (ITEM 6.4)**

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

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

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(Note: Item 6.5 was approved earlier in the meeting.)

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**MINUTE ORDER 023-2018 (ITEM 6.6)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 07.04 (BENEFITS, GIFTS AND HONORARIA),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 07.04 (Benefits, Gifts and Honoraria), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 024-2018 (ITEM 6.7)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 10.01 (INTERNAL AUDITING),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 10.01 (Internal Auditing), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 025-2018 (ITEM 6.8)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 11.09 (LOW-PRODUCING DEGREE PROGRAMS),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 11.09 (Low-Producing Degree Programs), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 026-2018 (ITEM 6.9)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 13.03 (TEXAS PUBLIC EDUCATIONAL GRANTS),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 13.03 (Texas Public Educational Grants), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 027-2018 (ITEM 6.10)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 15.01 (RESEARCH AGREEMENTS),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 15.01 (Research Agreements), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 028-2018 (ITEM 6.11)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 24.01 (RISK MANAGEMENT),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 24.01 (Risk Management), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 029-2018 (ITEM 6.12)**

**APPROVAL OF REVISIONS TO  
SYSTEM POLICY 41.01 (REAL PROPERTY),  
THE TEXAS A&M UNIVERSITY SYSTEM**

The revisions to System Policy 41.01 (Real Property), as shown in the attached exhibit, are approved, effective immediately.

**MINUTE ORDER 030-2018 (ITEM 6.13)**

**APPROVAL OF  
NEW UNIVERSITY PROCEDURE 12.02.99.P0.01  
(INSTITUTIONAL PROCEDURES FOR IMPLEMENTING TENURE),  
PRAIRIE VIEW A&M UNIVERSITY**

New Prairie View A&M University Procedure 12.02.99.P0.01 (Institutional Procedures for Implementing Tenure), regarding institutional procedures for implementing tenure, shown in the attached exhibit, is hereby approved.

**MINUTE ORDER 031-2018 (ITEM 6.14)**

**APPROVAL OF THREE NEW BACHELOR  
OF APPLIED SCIENCE DEGREE PROGRAMS WITH MAJORS  
IN MANUFACTURING ENGINEERING TECHNOLOGY,  
MECHANICAL ENGINEERING TECHNOLOGY, AND  
CONSTRUCTION SCIENCE AND MANAGEMENT, AND  
AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TARLETON STATE UNIVERSITY**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Bachelor of Applied Science in Manufacturing Engineering Technology.

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton leading to a Bachelor of Applied Science in Mechanical Engineering Technology.

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton leading to a Bachelor of Applied Science in Construction Science and Management.

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

**MINUTE ORDER 032-2018 (ITEM 6.15)**

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

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Bachelor of Science degree with a major in Public Administration.

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

**MINUTE ORDER 033-2018 (ITEM 6.16)**

**GRANTING OF FACULTY DEVELOPMENT LEAVE FOR FY 2019,  
TEXAS A&M INTERNATIONAL UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 31.03, System Regulation 12.99.01 and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the exhibit, Faculty Development Leave List FY 2019, Texas A&M International University.

**MINUTE ORDER 034-2018 (ITEM 6.17)**

**APPROVAL OF ACADEMIC TENURE, FEBRUARY 2018,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty members at Texas A&M University as set forth in the attached exhibit, Tenure List No. 18-02.

**MINUTE ORDER 035-2018 (ITEM 6.18)**

**GRANTING OF FACULTY DEVELOPMENT LEAVE FOR FY 2019,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 31.03, System Regulation 12.99.01 and Sections 51.101-108 of the Texas Education Code, authorizes faculty development leave to the faculty members as shown in the attached exhibit, Faculty Development Leave List FY 2019, Texas A&M University.

**MINUTE ORDER 036-2018 (ITEM 6.19)**

**APPROVAL OF THE UPDATED  
TEXAS A&M UNIVERSITY STRATEGIC PLAN FOR  
RESEARCH, AND AUTHORIZATION TO SUBMIT TO THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby approves the Texas A&M University Strategic Plan for Research dated December 2017, as shown in the attached exhibit, and authorizes submission of the plan to the Texas Higher Education Coordinating Board.

**MINUTE ORDER 037-2018 (ITEM 6.20)**

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

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

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

**MINUTE ORDER 038-2018 (ITEM 6.21)**

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

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University leading to a Bachelor of Arts degree with a major in Computing.

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

**MINUTE ORDER 039-2018 (ITEM 6.22)**

**APPROVAL OF A NEW MASTER OF INTERNATIONAL POLICY  
DEGREE PROGRAM, AND AUTHORIZATION TO REQUEST APPROVAL  
FROM THE TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY**

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

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

**MINUTE ORDER 040-2018 (ITEM 6.23)**

**APPROVAL OF A NEW BACHELOR OF SCIENCE  
IN ENVIRONMENTAL ENGINEERING DEGREE PROGRAM,  
AND AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University leading to a Bachelor of Science degree with a major in Environmental Engineering.

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

**MINUTE ORDER 041-2018 (ITEM 6.24)**

**ESTABLISHMENT OF THE  
CENTER OF DIGITAL HUMANITIES RESEARCH,  
TEXAS A&M UNIVERSITY**

The Center of Digital Humanities Research (CoDHR) is hereby established as an organizational unit of Texas A&M University within the College of Liberal Arts.

**MINUTE ORDER 042-2018 (ITEM 6.25)**

**AUTHORIZATION TO ESTABLISH THE  
“JAMES B. AND BENNIE M. KING MEMORIAL  
ENGINEERING SCHOLARSHIP QUASI-ENDOWMENT”  
AND THE “DR. WAYNE GOODMAN MEMORIAL  
PROFESSORSHIP IN CHEMISTRY QUASI-ENDOWMENT,”  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System authorizes the President of Texas A&M University to establish two quasi-endowments entitled as follows.

- “James B. and Bennie M. King Memorial Engineering Scholarship Quasi-Endowment”
- “Dr. Wayne Goodman Memorial Professorship in Chemistry Quasi-Endowment.”

**MINUTE ORDER 043-2018 (ITEM 6.26)**

**NAMING OF THE  
VIEWING STAND AT THE DALE WATTS '71 CROSS COUNTRY COURSE  
THE "DOROTHY & ARTIE R. MCFERRIN '65 VIEWING STAND,"  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the viewing stand at the Dale Watts '71 Cross Country Course, located within the Hildebrand Equine Complex at 3242 F and B Road, the "Dorothy & Artie R. McFerrin '65 Viewing Stand."

**MINUTE ORDER 044-2018 (ITEM 6.27)**

**NAMING OF ROOMS AND SPACES IN E.B. CUSHING STADIUM AS FOLLOWS:  
PLAYERS LOUNGE (ROOM 122) - "BICKIE & BILL COFFEY PLAYERS LOUNGE";  
HALL OF HONOR (ROOM 300) - "SHAREE & DAVID R. NORCOM '73 HALL OF  
HONOR"; MEN'S LOCKER ROOM (ROOM 119) - "DR. ARTHUR B. 'ART' HAUS '48  
LOCKER ROOM"; COACHES SUITE (ROOM 313-CORRIDOR) - "PHOEBE &  
DALE WATTS '71 COACHES SUITE"; MAIN ENTRANCE LOBBY (ROOM 101) - "TINA &  
MICHAEL L. SLACK '73 LOBBY"; WOMEN'S LOCKER ROOM (ROOM 123) -  
"WHITNEY & JAIME CASAS '92 WOMEN'S LOCKER ROOM"; INDOOR PRACTICE  
FIELD (ROOM 126) - "JIMMY MCCORD AND MCCORD ENGINEERING, INC. INDOOR  
PRACTICE FIELD"; TEAM MEETING ROOM (ROOM 105) - "RANDY MATSON '67  
TEAM MEETING ROOM"; COACH HENRY'S OFFICE (ROOM 314) - "JAMES C. '74 &  
DEBRA PARCHMAN SWAIM HEAD COACH OFFICE"; TREATMENT AREA (ROOM 144)  
- "KELLY & PAT BROWN '80 TREATMENT AREA"; HYDRO TREATMENT ROOM  
(ROOM 139) - "GINA '93 & STEVE ECKERMAN '92 HYDRO TREATMENT ROOM";  
HEAD TRAINER OFFICE (ROOM 141) - "LINDA & CHARLIE ELDER '76  
HEAD TRAINER OFFICE"; ASSISTANT COACH OFFICE (ROOM 316) -  
"LUANN ERVIN, D.V.M. '84 ASSISTANT COACH OFFICE"; ASSISTANT COACH  
OFFICE (ROOM 317) - "CLAUDIA '82 & BRADLEY R. FREELS '81 ASSISTANT COACH  
OFFICE"; ASSISTANT COACH OFFICE (ROOM 318) - "SANDRA &  
JERRY G. GRIFFITH '54 ASSISTANT COACH OFFICE"; ASSISTANT COACH OFFICE  
(ROOM 319) - "PATTY & RAY HANNIGAN '61 ASSISTANT COACH OFFICE";**



**HIGH JUMP - “JENNIFER & JIMMY HOWARD ’82 HIGH JUMP”; ASSISTANT COACH OFFICE (ROOM 320) - “CANDACE & MICHAEL T. JACOB ’66 ASSISTANT COACH OFFICE”; OPERATIONS OFFICE (ROOM 315) - “TODD & JULIE JARVIS OPERATIONS OFFICE”; ASSISTANT OPERATIONS OFFICE (ROOM 321) - “CARL JOHANSSON ASSISTANT OPERATIONS OFFICE”; MEN’S COACH’S LOCKER ROOM (ROOM 305) - “CAROL ’78 & DON ’78 MEYER LOCKER ROOM”; WOMEN’S COACH’S LOCKER ROOM (ROOM 303) - “SUSAN & JEFFREY MILLER ’88 LOCKER ROOM”; WORK ROOM (ROOM 304) - “LYNETTE & SAM A. MORRISON ’76 WORK ROOM”; GRADUATE ASSISTANT OFFICE (ROOM 306) - “ALICE & ERLE A. NYE ’59 GRADUATE ASSISTANT OFFICE”; CONFERENCE ROOM (ROOM 301) - “CARMEN ’85 & JAMES L. SHEFFIELD ’85 CONFERENCE ROOM”; OFFICE (ROOM 144H) - “PAM ’86 & BRUCE STRINGFELLOW ’83 OFFICE”; GRADUATE ASSISTANT OFFICE (ROOM 144G) - “CARRIE ’98 & JACK SUH ’97 GRADUATE ASSISTANT OFFICE”; ASSISTANT TRAINER OFFICE (ROOM 144F) - “SHEENA & JACK WILLOUGHBY ’72 ASSISTANT TRAINER OFFICE”; HOSPITALITY LOUNGE (ROOM 312) - “S. SHARIQ YOSUFZAI ’74 HOSPITALITY LOUNGE”; OFFICE (ROOM 144B) - “LOU ELLEN ’80 & TOMMY HASSOLD ’80 OFFICE”; OFFICE (ROOM 144A) - “KHYLE & CHRISTOPHER MORGAN ’07 OFFICE”; OFFICE (ROOM 144C) - “PATRICK W. ’58 & BARBARA N. BRUNE OFFICE”; OFFICE (ROOM 144E) - “JOHNETTE ’70 & JON ’68 JARVIS OFFICE”; OFFICE (ROOM 144D) - “HOUSTON A&M CLUB OFFICE”; APPAREL STORAGE ROOM (ROOM 112) - “SUSAN & RANDY BROOKS ’86 APPAREL STORAGE ROOM”; VOLUNTEER AREA - “ANNE ’81 & BOBBY CAIN ’80 VOLUNTEER AREA”**

**NAME THE FOLLOWING INTERIOR COLUMNS OF THE E.B. CUSHING STADIUM:**

**“CLAUDIA & ROD STEPP ’59,” “ANN & S. RAY HUFFINES ’74,” “DENISE & DAVID C. BAGGETT ’81,” “JUDITH & WELDON JAYNES ’54,” “KRISTINA ’91 & BILLY K. CLASSEN ’93,” “KAREN & BRAD LEIST ’96,” “ASHLEY & JOSH CRESCENZI ’04,” “ANN & CHARLES MANNING ’82,” “SUSAN & LYNN FISTER ’70,” “BOBBY LOU & RALPH P. MAYER ’48,” “ZELDA ANN & J.W. GULLY,” “ROBERT SOL MAYER ’85,” “JOAN & H. JOE HORN ’63,” “KENDALL A. MILLER ’88,” “SARAH ’84 & MARK PHILPY ’77,” “CINDY ’84 & ALLAN ’83 TAYLOR,” “PERRY D. REED ’76,” “PATSY & DAVID WESSON ’82,” “PHYLLIS & MITCH ROBERTSON ’71,” “PAM ’79 & HEARNE WILLIFORD ’77,” “JOAN & MARLIN SMITH ’73,”  
TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the following rooms and spaces in the E.B. Cushing Stadium on the campus of Texas A&M University:

- Players Lounge (Room 122) - “Bickie & Bill Coffey Players Lounge”
- Hall of Honor (Room 300) - “Sharee & David R. Norcom ’73 Hall of Honor”
- Men’s Locker Room (Room 119) - “Dr. Arthur B. ‘Art’ Haus ’48 Locker Room”
- Coaches Suite (Room 313-Corridor) - “Phoebe & Dale Watts ’71 Coaches Suite”
- Main Entrance Lobby (Room 101) - “Tina & Michael L. Slack ’73 Lobby”
- Women’s Locker Room (Room 123) - “Whitney & Jaime Casas ’92 Women’s Locker Room”
- Indoor Practice Field (Room 126) - “Jimmy McCord and McCord Engineering, Inc. Indoor Practice Field”
- Team Meeting Room (Room 105) - “Randy Matson ’67 Team Meeting Room”

- Coach Henry's Office (Room 314) - "James C. '74 & Debra Parchman Swaim Head Coach Office"
- Treatment Area (Room 144) - "Kelly & Pat Brown '80 Treatment Area"
- Hydro Treatment Room (Room 139) - "Gina '93 & Steve Eckerman '92 Hydro Treatment Room"
- Head Trainer Office (Room 141) - "Linda & Charlie Elder '76 Head Trainer Office"
- Assistant Coach Office (Room 316) - "LuAnn Ervin, D.V.M. '84 Assistant Coach Office"
- Assistant Coach Office (Room 317) - "Claudia '82 & Bradley R. Freels '81 Assistant Coach Office"
- Assistant Coach Office (Room 318) - "Sandra & Jerry G. Griffith '54 Assistant Coach Office"
- Assistant Coach Office (Room 319) - "Patty & Ray Hannigan '61 Assistant Coach Office"
- High Jump - "Jennifer & Jimmy Howard '82 High Jump"
- Assistant Coach Office (Room 320) - "Candace & Michael T. Jacob '66 Assistant Coach Office"
- Operations Office (Room 315) - "Todd & Julie Jarvis Operations Office"
- Assistant Operations Office (Room 321) - "Carl Johansson Assistant Operations Office"
- Men's Coach's Locker Room (Room 305) - "Carol '78 & Don '78 Meyer Locker Room"
- Women's Coach's Locker Room (Room 303) - "Susan & Jeffrey Miller '88 Locker Room"
- Work Room (Room 304) - "Lynette & Sam A. Morrison '76 Work Room"
- Graduate Assistant Office (Room 306) - "Alice & Erle A. Nye '59 Graduate Assistant Office"
- Conference Room (Room 301) - "Carmen '85 & James L. Sheffield '85 Conference Room"
- Office (Room 144H) - "Pam '86 & Bruce Stringfellow '83 Office"
- Graduate Assistant Office (Room 144G) - "Carrie '98 & Jack Suh '97 Graduate Assistant Office"
- Assistant Trainer Office (Room 144F) - "Sheena & Jack Willoughby '72 Assistant Trainer Office"
- Hospitality Lounge (Room 312) - "S. Shariq Yosufzai '74 Hospitality Lounge"
- Office (Room 144B) - "Lou Ellen '80 & Tommy Hassold '80 Office"
- Office (Room 144A) - "Khyle & Christopher Morgan '07 Office"
- Office (Room 144C) - "Patrick W. '58 & Barbara N. Brune Office"
- Office (Room 144E) - "Johnette '70 & Jon '68 Jarvis Office"
- Office (Room 144D) - "Houston A&M Club Office"
- Apparel Storage Room (Room 112) - "Susan & Randy Brooks '86 Apparel Storage Room"
- Volunteer Area - "Anne '81 & Bobby Cain '80 Volunteer Area"

The Board also names the following interior columns of the E.B. Cushing Stadium on the campus of Texas A&M University:

- |                                         |                                    |
|-----------------------------------------|------------------------------------|
| ● "Claudia & Rod Stepp '59"             | ● "Bobby Lou & Ralph P. Mayer '48" |
| ● "Denise & David C. Baggett '81"       | ● "Robert Sol Mayer '85"           |
| ● "Kristina '91 & Billy K. Classen '93" | ● "Kendall A. Miller '88"          |

- “Ashley & Josh Crescenzi ’04”
- “Susan & Lynn Fister ’70”
- “Zelda Ann & J.W. Gully”
- “Joan & H. Joe Horn ’63”
- “Ann & S. Ray Huffines ’74”
- “Judith & Weldon Jaynes ’54”
- “Karen & Brad Leist ’96”
- “Ann & Charles Manning ’82”
- “Sarah ’84 & Mark Philpy ’77”
- “Perry D. Reed ’76”
- “Phyllis & Mitch Robertson ’71”
- “Joan & Marlin Smith ’73”
- “Cindy ’84 & Allan ’83 Taylor”
- “Patsy & David Wesson ’82”
- “Pam ’79 & Hearne Williford ’77”

**MINUTE ORDER 045-2018 (ITEM 6.28)**

**NAMING OF THE ATHLETIC OFFICES AND STUDENT-ATHLETE SPACES IN THE DAVIS DIAMOND: STUDENT ATHLETE CENTER - “BARBARA C. BARNETT STUDENT ATHLETE CENTER,” HOME DUGOUT - “PATRICIA & CHARLES R. WISEMAN ’57 HOME DUGOUT,” PLAZA - “CAROL ’78 & DON ’78 MEYER PLAZA,” CONCOURSE - “BOYETTE FAMILY CONCOURSE,” BULLPEN - “JEFFREY A. HONECK ’82 BULLPEN,” PLAYERS LOCKER ROOM - “GLENDA & DOUG OTTEN ’65 PLAYERS LOCKER ROOM,” PLAYERS LOUNGE - “PATRICIA & JAMES B. PETERSON ’72 PLAYERS LOUNGE,” HEAD COACH OFFICE - “ELLEN & PENROD S. THORNTON ’63 HEAD COACH OFFICE,” TRAINING ROOM - “LINDA H. & THOMAS J. BOEDECKER ’63 TRAINING ROOM,” TEAM VIDEO ROOM - “SHELLEY T. BATSON ’96 TEAM VIDEO ROOM,” ASSISTANT COACH OFFICE - “CAROLYN & KEN STANTON ’64 ASSISTANT COACH OFFICE,” ASSISTANT COACH OFFICE - “BONNIE & OTWAY B. DENNY ’71 ASSISTANT COACH OFFICE,” ASSISTANT COACH OFFICE - “KAREN ’74 & KYLE ’74 MCNEELY ASSISTANT COACH OFFICE.”**  
**NAME THE FOLLOWING INTERIOR COLUMNS IN THE DAVIS DIAMOND: “BOBBY LOU & RALPH P. MAYER ’48,” “JEFFREY A. TOOLE ’80,” “LAURA & MICHAEL O’BRIEN ’78,” “ZOU & BOYD CHERRY ’67,” “JENNIFER & DANIEL MONTGOMERY ’86,” “CAROLYN & KEN STANTON ’64,”**  
**TEXAS A&M UNIVERSITY**

The Board of Regents of The Texas A&M University System hereby names the following athletic offices and student-athlete spaces in the Davis Diamond located at the corner of Tom Chandler Road and Penberthy Road on the campus of Texas A&M University:

- Student Athlete Center - “Barbara C. Barnett Student Athlete Center”
- Home Dugout - “Patricia & Charles R. Wiseman ’57 Home Dugout”
- Plaza - “Carol ’78 & Don ’78 Meyer Plaza”
- Concourse - “Boyette Family Concourse”
- Bullpen - “Jeffrey A. Honeck ’82 Bullpen”
- Players Locker Room - “Glenda & Doug Otten ’65 Players Locker Room”
- Players Lounge - “Patricia & James B. Peterson ’72 Players Lounge”
- Head Coach Office - “Ellen & Penrod S. Thornton ’63 Head Coach Office”
- Training Room - “Linda H. & Thomas J. Boedecker ’63 Training Room”
- Team Video Room - “Shelley T. Batson ’96 Team Video Room”
- Assistant Coach Office - “Carolyn & Ken Stanton ’64 Assistant Coach Office”
- Assistant Coach Office - “Bonnie & Otway B. Denny ’71 Assistant Coach Office”
- Assistant Coach Office - “Karen ’74 & Kyle ’74 McNeely Assistant Coach Office”

The Board also names the following interior columns in the Davis Diamond located on the campus of Texas A&M University:

- “Bobby Lou & Ralph P. Mayer ’48”
- “Jeffrey A. Toole ’80”
- “Laura & Michael O’Brien ’78”
- “Zou & Boyd Cherry ’67”
- “Jennifer & Daniel Montgomery ’86”
- “Carolyn & Ken Stanton ’64.”

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(Note: Item 6.29 was approved earlier in the meeting.)

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**MINUTE ORDER 046-2018 (ITEM 6.30)**

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

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

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

**MINUTE ORDER 047-2018 (ITEM 6.31)**

**APPROVAL OF A NEW MASTER OF ARTS DEGREE PROGRAM IN  
ENGLISH, AND AUTHORIZATION TO REQUEST APPROVAL FROM THE  
TEXAS HIGHER EDUCATION COORDINATING BOARD,  
TEXAS A&M UNIVERSITY-CENTRAL TEXAS**

The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Central Texas leading to a Master of Arts in English.

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

**MINUTE ORDER 048-2018 (ITEM 6.32)**

**APPROVAL OF ACADEMIC TENURE, FEBRUARY 2018,  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Corpus Christi as set forth in the exhibit, Tenure List No. 18-02.

**MINUTE ORDER 049-2018 (ITEM 6.33)**

**APPROVAL OF NEW UNIVERSITY PROCEDURE 18.03.99.C0.01,  
POST-SEASON ATHLETICS COMPETITION,  
TEXAS A&M UNIVERSITY-CORPUS CHRISTI**

Creation of the Texas A&M University-Corpus Christi Procedure 18.03.99.C0.01, Post-Season Athletics Competition, regarding incentives for post-season athletics successes, shown on the attached exhibit, is hereby approved.

**MINUTE ORDER 050-2018 (ITEM 6.34)**

**APPROVAL OF ACADEMIC TENURE, FEBRUARY 2018,  
TEXAS A&M UNIVERSITY-KINGSVILLE**

The Board of Regents of The Texas A&M University System, in accordance with System Policy 12.01 (Academic Freedom, Responsibility and Tenure), hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Kingsville as set forth in the exhibit, Tenure List No. 18-02.

**MINUTE ORDER 051-2018 (ITEM 6.35)**

**NAMING OF JAVELINA STADIUM FOOTBALL FIELD  
“PEPSI FIELD,”  
TEXAS A&M UNIVERSITY-KINGSVILLE**

The Football Field at Javelina Stadium at Texas A&M University-Kingsville is hereby named “Pepsi Field” for a period of five years.

**MINUTE ORDER 052-2018 (ITEM 6.36)**

**ADOPTION OF A RESOLUTION HONORING  
THE WEST TEXAS A&M UNIVERSITY WOMEN’S SOCCER TEAM,  
WEST TEXAS A&M UNIVERSITY**

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

**MINUTE ORDER 053-2018 (ITEM 6.37)**

**ADOPTION OF A RESOLUTION HONORING  
THE WEST TEXAS A&M UNIVERSITY MEN’S CROSS COUNTRY TEAM,  
WEST TEXAS A&M UNIVERSITY**

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

**MINUTE ORDER 054-2018 (ITEM 6.38)**

**NAMING OF THE  
WEST TEXAS A&M UNIVERSITY AGRICULTURAL SCIENCES  
COMPLEX – ACADEMIC AND RESEARCH BUILDING THE  
“HAPPY STATE BANK ACADEMIC AND RESEARCH BUILDING,”  
WEST TEXAS A&M UNIVERSITY**

The West Texas A&M University Agricultural Sciences Complex - Academic and Research Building is hereby named the “Happy State Bank Academic and Research Building.”

**MINUTE ORDER 055-2018 (ITEM 6.39)**

**APPROVAL OF 2018 STILES FARM FOUNDATION BUDGET,  
TEXAS A&M AGRILIFE EXTENSION SERVICE**

The Board of Regents of The Texas A&M University System, acting in its capacity as trustees of the Stiles Farm Foundation, hereby approves the operating budget for the Stiles Farm Foundation for calendar year 2018, as shown in the attached exhibit.

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ANNOUNCEMENTS

Chairman Schwartz announced that the next regular Board meeting was scheduled for April 18 through April 20 on the campus of PVAMU. He said Dr. Simmons would host the Board meeting on the occasion of her inauguration.

ADJOURN

There being no further business, Chairman Schwartz asked for a motion to adjourn. On motion of Regent Thomas, the meeting was adjourned at 3:40 p.m.

Vickie Burt Spillers
Executive Director, Board of Regents

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

01.03 Appointing Power and Terms and Conditions of Employment

Revised [February 8, 2018](#) (MO -2018)

Next Scheduled Review: February 8, 2023

Click to view [Revision History](#).



Policy Summary

The Board of Regents (board) of The Texas A&M University System (system) appoints all officers, faculty members and other employees of the system.

This policy explains the appointment of system officers and employees made by the board and those delegated to the chancellor, including those the chancellor may delegate to member chief executive officers (CEOs).

Policy

1. GENERAL

The board appoints all of the officers, faculty members and other employees of the system. The board, however, may delegate to the chancellor, and the chancellor may delegate to the respective CEO, the authority to appoint, promote, transfer and terminate employees subject to the limitations provided in system policy, including System Policy 25.07, *Contract Administration*. The CEO of a university shall be its president. The CEO of an agency shall be its director.

2. APPOINTMENT OF SYSTEM OFFICERS BY THE BOARD OF REGENTS

- 2.1 The board shall select and appoint the chancellor as the CEO of the system. The chancellor is responsible for the management and operation of the system under the direction of the board. The board may dismiss or reassign the chancellor without cause.
- 2.2 The board shall appoint the university presidents and the agency directors. Prior to appointment, the chancellor shall make recommendations for the position. With prior approval of the board, the chancellor may dismiss or reassign a CEO without cause.
- 2.3 The board shall appoint deputy chancellors and vice chancellors, including the vice chancellor and dean, agriculture and life sciences, the vice chancellor and dean, engineering, and the vice chancellor and dean, health services. The chancellor shall make recommendations for these positions to the board. However, prior to submitting recommendations for vice chancellor and dean positions in agriculture and life sciences, engineering, and health services, the chancellor will consult with the president

of Texas A&M University. The board and the chancellor shall not be constrained by university or agency rules in the appointment of vice chancellors with dean responsibilities, including provisions addressing the following: a required application and selection process; set appointment terms; and a required reappointment process. With subsequent confirmation of the board, the chancellor may dismiss or reassign a deputy chancellor or a vice chancellor without cause.

- 2.4 The board shall appoint the general counsel. Prior to appointment, the chancellor shall make recommendations for the position. With prior approval of the board, the chancellor may dismiss or reassign the general counsel without cause.
- 2.5 The board shall appoint the chief auditor. Prior to appointment, the chancellor shall make recommendations for the position. The chief auditor shall report to the board through the Committee on Audit of the Board, with access to the chancellor. The board may dismiss or reassign the chief auditor without cause.
- 2.6 Except as provided by Section 2.3 and with the approval of the chancellor, a university president shall appoint and reappoint vice presidents and deans of member universities, and agency directors shall appoint and reappoint deputy and associate directors of agencies. While university presidents and agency directors are expected to seek input from key campus or agency stakeholders including administrators, faculty and staff in their decisions associated with the appointment or reappointment of administrators, their appointment decisions shall not be constrained by member rules in the appointment and reappointment of vice presidents, deans, department heads, and deputy or associate directors, including provisions addressing the following: a required application and selection process; set appointment terms; and a required reappointment process. After consultation with the chancellor, a CEO may dismiss or reassign a vice president, dean, deputy director or associate director without cause.
- 2.7 The board may select and appoint an interim chancellor. Upon the recommendation of the chancellor, the board may make interim appointments of deputy chancellor, vice chancellor, general counsel, chief auditor, and CEO.
- 2.8 Except for the vice chancellor and dean, agriculture and life sciences, the vice chancellor and dean, engineering, and the vice chancellor and dean, health services, and with the approval of the chancellor, a CEO may appoint an interim vice president, dean, deputy director or associate director.
- 2.9 The board shall set the initial salary and the conditions of employment for each officer appointed under Sections 2.1 through 2.5 and 2.7. A CEO shall set the initial salary and conditions of employment for vice presidents, deans, deputy directors and associate directors appointed under Section 2.6 and interim appointees under Section 2.8, and the initial salary for these officers shall not, without board approval, exceed by 10% the median annual salary for a comparable position at peer institutions or agencies.

3. PRESIDENTIAL SEARCH

- 3.1 The board shall act as a search committee of the whole for all presidential searches.

- 3.2 The board may at its discretion appoint a presidential search advisory committee (committee) to fill a vacancy for the position of president of a member university. Membership of this committee may include faculty, administrators and other key campus stakeholders.

3.3 Responsibilities of the Advisory Committee

The committee shall determine the candidates' academic, administrative, and business abilities.

The committee may interview candidates as a part of its selection process. Interviews should be conducted on the basis that the confidentiality of the process is critical to its ultimate success.

The committee shall submit to the board, through the chancellor, a list of no fewer than three candidates in no rank order.

The board shall determine which candidates (if any) will be interviewed by the board prior to naming a finalist(s). If none of the names submitted by the committee is satisfactory to the board, the board may either name a new committee or proceed to select a finalist(s) under such other procedures as it may deem proper and appropriate at its sole discretion.

The board shall not be limited under any circumstances to only consider candidates previously vetted by the advisory committee.

4. APPOINTMENT OF FACULTY AND OTHER EMPLOYEES AND AWARD OF TENURE

4.1 Appointment of University Faculty and Award of Tenure

4.1.1 A university president shall appoint and approve promotion of all members of the faculty except as provided in Section 4.1.3, and the president shall annually provide to the chancellor a list of all faculty promoted during the preceding fiscal year.

4.1.2 The appointing president shall set the initial salaries and conditions of employment for faculty appointed in Section 4.1, and the initial salary for these faculty members may, only with the specific prior approval of the chancellor, exceed by 10% the median annual salary for a comparable position at peer institutions.

4.1.3 Upon recommendation of the university president and with approval of the chancellor, the board may award tenure to a faculty member.

4.2 Other Appointments

The chancellor may delegate authority to the CEOs to appoint, promote, transfer and dismiss all other employees not covered in the preceding sections.

4.3 Appointment of University Faculty as Administrators

- 4.3.1 The appointing authority may dismiss an administrator, who holds tenure on the faculty of a member university, from the administrative position without cause.
- 4.3.2 The actions or conduct of an administrator may be used as grounds for dismissal as a tenured faculty member. Unless dismissed as a tenured faculty member, an administrator who holds tenure may return to a tenured faculty position.
- 4.3.3 The CEO shall adjust the salary of a faculty member who returns to the faculty after serving in an administrative position to an amount that does not exceed the salary of other persons with similar qualifications performing similar duties.

5. BOARD OF REGENTS REVIEW

Annually, the board shall review the performance of the chancellor of the system and the member CEOs.

Related Statutes, Policies, or Requirements

[Tex. Educ. Code § 51.948, *Restrictions on Contracts with Administrators*](#)

[System Policy 02.01, *Board of Regents*](#)

[System Policy 02.02, *Office of the Chancellor*](#)

[System Policy 25.07, *Contract Administration*](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

Office of the Chancellor
(979) 458-6000

THE TEXAS A&M UNIVERSITY SYSTEM
RELLIS Academic Campus
Tuition and Fee Rate Structure

The Texas A&M University System proposes to charge all undergraduate resident students enrolled at the RELLIS academic campus the following amounts per semester credit hour:

• Undergraduate Resident Statutory Tuition*	\$ 50.00
• Designated Tuition	\$ 157.50
• University Services Fee	<u>\$ 87.50</u>
Total	<u>\$ 295.00</u>

Undergraduate **Non-Resident students will be charged the appropriate amount as set by the Texas Higher Education Coordinating Board each year.*

In addition, each student will be charged any previously approved differential designated tuition charged by the home campus and any course specific fees, such as a laboratory consumables fee. These proposed rates will be guaranteed for up to two years for each new student enrolling on the RELLIS campus in the fall 2018 semester.

An overall operating budget will be included as part of the FY 2019 A&M System budget request to be submitted to the Board later in the year.

Resolution

**Board of Regents
The Texas A&M University System**

WHEREAS, Corporal Monty Dale Platt attempted to capture an injured feral cat on campus while on duty, and the cat bit him through his work gloves and punctured his skin; and

WHEREAS, he received medical treatment and was given medication to treat possible infection, upon which the medication later caused him to suffer a severe allergic reaction; and

WHEREAS, after initial medical treatment in the Canyon/Amarillo area, he was transferred to ICU at the University Medical Center, in Lubbock, and was placed on a ventilator; Corporal Platt's condition deteriorated and he passed away on August 8, 2017; and

WHEREAS, Corporal Platt was a graduate of West Texas A&M University and Panhandle Regional Law Enforcement Academy and was hired as an officer by the West Texas A&M University Police Department; and he continuously exemplified to everyone around him the importance of continual education and development through police coursework and training totaling over 5,000 hours; and

WHEREAS, Corporal Platt served West Texas A&M University, its faculty, staff, student body and local community, serving as patrol officer, firearms instructor, field training officer and corporal; and

WHEREAS, Corporal Platt was a critical component in the West Texas A&M University Police Department receiving the formal designation as a Recognized Police Agency by the Texas Police Chiefs Association; and

WHEREAS, Corporal Platt was the consummate police officer and role model throughout his 16 years with the West Texas A&M University Police Department, demonstrating exemplary performance in the line of duty and the daily demonstration of sacrificial service; and

WHEREAS, all who knew Corporal Platt are forever grateful for the committed service and dedication exhibited by his unyielding service to all those around him; now, therefore, be it

RESOLVED, that we, the members of the Board of Regents of The Texas A&M University System, wish to publicly honor Corporal Monty Dale Platt for his outstanding commitment, dedication and exemplary service to all around him; and, be it, further

RESOLVED, that, on behalf of the entire Texas A&M University System and the West Texas A&M University family, the Board of Regents sends condolences to his wife Mrs. RoseAnne Platt and their son Thomas Joseph Platt; and, be it, further

RESOLVED, that this resolution be included in the minutes, with the name of Corporal Monty Dale Platt, and that official copies thereof be signed by the Chairman of the Board of Regents and be presented to the family of Corporal Monty Dale Platt and to West Texas A&M University for appropriate display.

ADOPTED, this 8th day of February 2018.

Resolution

Board of Regents
The Texas A&M University System

WHEREAS, the Texas A&M University-Commerce Football Team won the 2017 NCAA Division II Football National Championship on December 16, 2017, at Children's Mercy Park in Kansas City, Kansas, with a 37-27 victory over the University of West Florida; and

WHEREAS, the Lions accumulated a final record of 14-1 to finish as the No. 1 ranked team in the nation in the American Football Coaches Association National Rankings; and

WHEREAS, the Lions became the first team in the history of the NCAA Division II Championship to win five playoff games to earn the National Championship; and

WHEREAS, the Lions finished the season on a 10-game winning streak, which is the longest active streak in NCAA Division II; and

WHEREAS, quarterback Luis Perez won the Harlon Hill Trophy as the top Division II football player in the nation, passing for 4,999 yards and 46 touchdowns, as well as setting a Division II postseason record with 1,570 yards passing in the playoffs; and

WHEREAS, three Lions – Luis Perez, Jared Machorro, and Yusef Sterling-Lowe – have been named as All-Americans by various publications for a total of seven All-American honors in 2017; and

WHEREAS, Garrett Blubaugh was the winner of the NCAA's Elite 90 Award, which honors the student-athlete with the highest cumulative grade point average at the NCAA Finals site; and

WHEREAS, the 2017 Lions are the first team to ever claim the "Triple Crown" of the Harlon Hill Trophy, Elite 90, and National Championship in the same year; and

WHEREAS, the Lions had 29 total honors on the All-Lone Star Conference (LSC) teams including eight first team All-LSC players, nine second team All-LSC players, eight honorable mention All-LSC players, and two players named to the LSC All-Academic Team; and

WHEREAS, the Lions won their first-ever team NCAA Division II Championship and their first football national championship since winning the NAIA National Championship in 1972; now, therefore, be it

RESOLVED, that we, the members of the Board of Regents of The Texas A&M University System, do enthusiastically recognize the extraordinary accomplishments of the Texas A&M University-Commerce Lions Football Team on its outstanding season; and, be it, further

RESOLVED, that this resolution be included in the minutes, and official copies thereof be signed by the Chairman of the Board of Regents of The Texas A&M University System, and be presented to the Texas A&M University-Commerce Football Team and to the Archives of Texas A&M University-Commerce as an expression of appreciation and respect for this historic team.

ADOPTED, this 8th day of February 2018.

Resolution

Board of Regents
The Texas A&M University System

WHEREAS, Dr. Mark A. Hussey received a bachelor of science in biology from the University of Illinois, and a master of science and a doctor of philosophy degree in plant breeding from Texas A&M University; and

WHEREAS, he joined the faculty with Texas A&M AgriLife Research at the Weslaco Center in 1983 and rose through the academic ranks to full professor in the Department of Soil and Crop Sciences in 1997; and

WHEREAS, after building academic credentials focused on forage breeding and management, he was appointed Head of the Department of Soil and Crop Sciences at Texas A&M University from 2001 – 2005; and

WHEREAS, Dr. Hussey joined the Texas A&M AgriLife administration in 2004 as Associate Director of Texas A&M AgriLife Research, and was appointed as Director of the agency in 2007; and

WHEREAS, given his agricultural expertise and his administrative experience in strategic planning, academic programs, and intra-System initiatives, in 2009 the Board of Regents appointed Dr. Mark A. Hussey to serve as Vice Chancellor for Agriculture and Life Sciences and Dean of the College of Agriculture and Life Sciences at Texas A&M University; and

WHEREAS, during his administration, Texas A&M AgriLife embarked on an unprecedented building campaign that resulted in the construction of major structures for the agencies and college; and

WHEREAS, his vision for an outdoor classroom, bringing both education and natural beauty to campus, has become a reality with the construction of The Gardens at Texas A&M University and the opening of the Leach Teaching Gardens in the spring of 2018; and

WHEREAS, under his leadership, the overall student enrollment in the College of Agriculture and Life Sciences has increased by 25% with the College leading Texas A&M University in the number of enrolled first-generation college students; and

WHEREAS, he increased Texas A&M AgriLife's emphasis on philanthropy resulting in the tripling of current and planned gifts; and

WHEREAS, Dr. Hussey prioritized recognizing, rewarding, and development of Texas A&M AgriLife faculty and staff through the creation of the Dean's Outstanding Achievement Awards, the establishment of the AgriLife Advanced Leaders Program, and the formation of the Emerging Leaders Conference; and

WHEREAS, he has served as an outstanding advocate for the land-grant mission and agriculture and life sciences with the state legislature and Congress, particularly in obtaining funding for the Healthy Texas initiative; for the Texas Wildfire Protection Plan, and for research related to vector-borne diseases; and

WHEREAS, in addition to serving Texas A&M University, The Texas A&M University System, and the Texas agriculture industry, he served as Chair Elect for the national Board on Agriculture Assembly for the Association of Public & Land-Grant Universities, Chair of the Board of Trustees for the Council for Agricultural Science and Technology, and President of the Southern Association of Agricultural Scientists; and

WHEREAS, Dr. Hussey served with distinction and dedication as Interim President of Texas A&M University from January 14, 2014 until April 30, 2015; now therefore, be it

RESOLVED, that we, the Board of Regents of The Texas A&M University System gratefully acknowledge the distinguished leadership, dedicated service, and outstanding contributions that Dr. Mark A. Hussey has provided during his 35 years of service within The Texas A&M University System; and, be it, further

RESOLVED, that in honor of his service to The Texas A&M University System, we bestow the title of Vice Chancellor and Dean Emeritus for Agriculture and Life Sciences, with all the rights and privileges pertaining thereto, upon Dr. Mark A. Hussey; and, be it, further

RESOLVED, that this resolution be included in the minutes, and official copies thereof be signed by the Chairman of the Board of Regents of The Texas A&M University System, and be presented to Dr. Hussey, and to the Archives of Texas A&M University as an expression of appreciation and respect for Dr. Mark A. Hussey.

ADOPTED, this 8th day of February 2018.

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

ARTICLE I. MEETINGS

SECTION 1. REGULAR MEETINGS

Regular meetings of the Board of Regents shall be held at such dates, times and locations as the Chairman of the Board shall designate, or in the Chairman's absence, as designated by the Vice Chairman. At a minimum, regular meetings will be held quarterly for the purpose of conducting standing committee business and Board action.

SECTION 2. SPECIAL AND EMERGENCY MEETINGS

Special meetings may be held upon call of the Chairman of the Board, or in the Chairman's absence, the Vice Chairman, or upon request by four members of the Board. At least 72 hours prior to a special meeting, the Executive Director, Board of Regents, in addition to the notice hereinafter provided for, shall contact each member of the Board telephonically or by facsimile or electronic mail and inform each member of the reason for and the specific purpose of the special meeting and the proposed time and date for the special meeting. Emergency meetings may be held as provided by state law.

SECTION 3. NOTICE OF MEETINGS

For all regular meetings, the Executive Director shall send written notice to each member of the Board by mail, facsimile or electronic mail in time to reach each member of the Board not less than seven days before the time of the meeting. Said notice shall state the time, date and place of the meeting. For special meetings, written notice shall be given to each member of the Board by mail, facsimile or electronic mail not less than 72 hours prior to the meeting in accordance with Section 2 above. In the event any matter requiring immediate action arises during the time intervening between regular meetings of the Board, a special

meeting may be called in accordance with this section. In odd-numbered years, a special meeting may be called, as provided in Section 2 above, for the purpose of electing officers of the Board following the appointment, qualification and confirmation of the three new members of the Board. If the Chairman of the Board determines that an emergency meeting is needed, the Chairman may call such a meeting with at least two hours' notice, in accordance with Section 551.045 of the Texas Government Code.

ARTICLE II. OFFICERS

SECTION 1. OFFICERS

- a. Officers of the Board shall be the Chairman and Vice Chairman.
- b. At the first regular meeting following the appointment, qualification and confirmation of the three new members regularly appointed in odd years (or at a special meeting called for such purpose), the first order of business shall be the election of a Chairman and Vice Chairman. Each of these officers shall hold office for two years and until a successor is duly elected. Vacancies may be filled by the Board at any regular or special meeting and a person or persons elected shall serve for the remaining portion of the unexpired terms.

SECTION 2. CHAIRMAN OF THE BOARD

- a. The Chairman of the Board shall preside at all meetings of the Board, and in the Chairman's absence, the Vice Chairman shall preside. In the absence of the Vice Chairman, the Chairman may appoint or designate a member of the Board to preside. The Chairman, or the presiding member in the absence of the Chairman, shall conduct all business according to parliamentary rules in **Robert's Rules of Order Newly Revised** (or the latest revision or amendment thereto), unless modified by these Bylaws, minute order, resolution or by standing or special rules of the Board. The Chairman, subject to the approval of the Board, shall appoint all regular and special committees of the Board as provided in Article IV below. The Chairman shall have the right to vote upon all questions, motions or recommendations submitted to the Board and, as provided by Article IV, to the committees of the Board.

b. The Chairman shall sign all contracts and other instruments requiring execution on behalf of the Board and shall discharge any other duties usually required of a presiding officer, unless it is otherwise ordered.

SECTION 3. VICE CHAIRMAN OF THE BOARD

The Vice Chairman shall perform all duties and have all the prerogatives set forth in Article II, Section 2, in the Chairman's absence, incapacity or retirement from the Board until the Chairman resumes office or a successor has been duly elected as provided in Section 1(b) above.

ARTICLE III. PERSONNEL

The Chancellor of the System, the Executive Director, Board of Regents and the Chief Auditor shall report directly to the Board, and the General Counsel has special responsibilities to the Board.

SECTION 1. CHANCELLOR OF THE SYSTEM

The Chancellor of The Texas A&M University System shall be the Chief Executive Officer of the System. The Chancellor's duties are those prescribed by the Board in the published Policies of The Texas A&M University System. The Chancellor of the System shall be appointed by the Board of Regents and shall hold office, subject to the pleasure of the Board.

SECTION 2. EXECUTIVE DIRECTOR, BOARD OF REGENTS

The Executive Director, Board of Regents shall:

- a. Supervise the Office of the Board of Regents;
- b. Attend and keep accurate records of all meetings of the Board and its committees;
- c. Notify all parties affected by the actions of the Board;
- d. Be custodian of all records of the Board and all documentary files thereof and of all bonds made to the Board;

- e. Be custodian of the corporate seal and shall sign and attest with said seal all certifications of the acts of the Board and all documents, certificates, deeds, contracts and other instruments authorized by the Board;
- f. Issue notices and calls of all meetings of the Board when authorized;
- g. At the direction of the Chairman of the Board, assign agenda items to committee and prepare a meeting agenda and schedule. Draft versions of the meeting agenda, schedule and agenda items with supporting information shall be distributed to the Board no later than 14 days before regular meetings, with final versions of such documents distributed no later than seven days before regular meetings and no later than 24 hours before special meetings;
- h. Handle Board liaison, Board communications and Board arrangements for travel and site visitations; and
- i. Perform such other duties as may be assigned by the Board of Regents or as are usual and customary and which assist the members of the Board in the discharge of their official duties.

In the absence of the Executive Director, he/she or the Chairman of the Board may appoint or designate a Board of Regents staff member to perform the duties as set forth in Article III, Section 2.

SECTION 3. GENERAL COUNSEL

The General Counsel shall be appointed by the Board upon recommendation of the Chancellor, and may be dismissed or reassigned by the Chancellor without cause subject to the prior approval of the Board. The General Counsel shall represent the System in all legal matters and shall be responsible for providing all legal services, including the conduct and resolution of litigation, the prosecution and settlement of all claims and for the legal review of all significant transactions, in accordance with applicable state law and with the published Policies of The Texas A&M University System. With the approval of the Attorney General, the General Counsel shall retain and manage all outside counsel performing legal services for the System, and shall serve as liaison to the Office of the Attorney General of the State of Texas. The General Counsel shall review all agenda items to be considered by the Board for

legal sufficiency and, where appropriate, provide risk analysis. The General Counsel shall attend all Board meetings.

SECTION 4. CHIEF AUDITOR

The Chief Auditor shall be appointed by the Board, shall report to the Board through the Committee on Audit, have access to the Chancellor, and may be dismissed or reassigned without cause by the Board. The duties of the Chief Auditor are those prescribed by the Board in the published Policies of The Texas A&M University System and Article IV, Section 4.

ARTICLE IV. COMMITTEES

SECTION 1. MEMBERSHIP

Subject to the approval of the Board, and no later than the next regularly scheduled meeting of the Board following the election of officers, the Chairman shall make appointments to standing committees and appoint a chairman for each committee. Members of the Board may serve on no more than two standing committees. Committee members shall serve for a period not to exceed two years, provided that members of the Board may be re-appointed for additional two-year terms. The Chairman of the Board may appoint members to fill unexpired terms in the event of a vacancy. A standing committee shall have no fewer than four members, in addition to the Chairman of the Board, who shall serve as an ex-officio member of all committees. The Chairman of the Board shall have the right to vote on matters before a standing or special committee in the following cases: the Chairman's presence is necessary to constitute a quorum of the committee; or if a quorum of the committee is present not counting the Chairman, only in the event that the vote of the other committee members results in a tie.

SECTION 2. PROCEDURES

Except as provided herein, the Chairman of the Board shall refer to standing committees matters that are appropriate for the committee's consideration. All matters not deemed appropriate for standing or special committee consideration, but upon which action is

required, shall be placed on the agenda for full Board consideration. The duty of each standing committee shall be to consider and make recommendations to the Board upon matters referred to it. Any matter referred to and considered by a standing or special committee, but upon which the committee makes no recommendation or report to the Board, then the matter may be brought before the Board for consideration at the discretion of the Chairman. Also, such a matter may be brought before the Board for consideration at the written request of no fewer than three members of the Board. In the case of such a written request, the Chairman of the Board shall place the requested item on the Board agenda for consideration at the regularly scheduled meeting following receipt of the request and after the committee has made no recommendation, provided, however, that the Chairman may delay consideration until the next regularly scheduled meeting. The Executive Director shall provide all Board members with agenda items to be considered by standing committees, any special committees and the full Board.

SECTION 3. STANDING COMMITTEES

The following shall be the Standing Committees of the Board:

Committee on Audit

Committee on Academic and Student Affairs

Committee on Finance

Committee on Buildings and Physical Plant

Standing Committees may create subcommittees consisting of Board members, non-Board members, or both Board members and non-Board members. No more than two Board members may serve on any one subcommittee. A subcommittee may be created by the majority vote of the standing Committee with the approval of the Chairman of the Board. The subcommittee of a Standing Committee shall continue until such time as the subcommittee is dissolved. The subcommittee may be dissolved by the majority vote of the Standing Committee with the approval of the Chairman of the Board. Subcommittees of Standing Committees carry no official authority of the Board, but aid the Standing Committee in the discharge of its duties.

SECTION 4. COMMITTEE ON AUDIT

The Committee on Audit shall have four members, in addition to the Chairman of the Board as an ex-officio member. None of the four committee members shall be members of the Committee on Finance. The Committee shall assure that the Board maintains direct access to both internal and external functions of each university, agency and of the System. The Chief Auditor shall be responsible to the Board through the Committee on Audit. The Committee shall provide oversight of internal and external audits; make recommendations for the selection of external auditors; review the scope of audits; provide guidance for the Chief Auditor in Board functions; review the findings of all external auditors; and present the annual audit plan to the Board for approval. Audits of the Office of the Board of Regents shall be the responsibility of the full Board.

SECTION 5. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

The Committee on Academic and Student Affairs shall consider matters relating to the academic institutions and service units of The Texas A&M University System. The Committee shall consider and report to the Board on matters relating to the research, training and public service activities of the System and its component parts. The Committee shall consider all programs and activities of the academic institutions and service units, including long range academic plan approval, curriculum, existing and emerging academic programs, mission statements, programmatic planning as it relates to new facilities, and specialized centers or institutes. The Committee shall be apprised of matters affecting student life at each of the academic institutions.

SECTION 6. COMMITTEE ON FINANCE

The Committee on Finance shall make recommendations to the Board concerning budgets and budgeting guidelines; the pursuit, negotiation, and closing of outside financing, including the issuance of notes, bonds, securities of any type, and agreements of any description that result in indebtedness by the System or any of its institutions or agencies; gifts, grants and other development activities; cash and investment management; investments and trusts; studies of organization efficiency; and other related financial and business activities.

SECTION 7. COMMITTEE ON BUILDINGS AND PHYSICAL PLANT

The Committee on Buildings and Physical Plant shall provide oversight of the administration of System real property, including both surface and mineral interests. The Committee shall also be responsible for review of the comprehensive land management program, and exercise general supervision of all construction, major repair and rehabilitation of all buildings of the System, including evaluation of proposals concerning facilities; the selection of architects, engineers and contractors; and expenditures designed to provide an adequate physical plant. The Committee shall also make recommendations to the Board with respect to long range facilities planning, the naming of buildings, major centers of activities, and other highly visible properties and facilities.

SECTION 8. SPECIAL COMMITTEES

Subject to the approval of the Board, special committees may be appointed by the Chairman of the Board with such powers and duties as the Board or Chairman may determine. The special committee shall report to the Board on those matters for which the special committee was created. A special committee shall act until it has completed the purpose for which the committee was established, but in no event shall the committee exist for more than one year from the date of appointment. Upon the expiration of one year from the date of appointment, the Board can authorize the committee to act for a longer period.

SECTION 9. QUORUM

A majority of any standing or special committee shall constitute a quorum for the transaction of business. The Chairman, an ex-officio member of each committee, shall be counted in determining the number required for a quorum of a committee.

ARTICLE V. AMENDMENTS TO THE BYLAWS

The Bylaws shall be added to or amended only by a vote of at least a majority of the members of the Board at a regular meeting or a special meeting duly called for that purpose. Any proposed addition or amendment shall be filed with the Executive Director in writing 15 days before such meeting, and it shall be the duty of the Executive Director forthwith to mail a copy thereof to every member of the Board.

Adopted by the Board of Regents by Minute Order 205-50 (November 29, 1950), as amended by Minute Order 162-66 (June 28, 1966), Minute Order 215-67 (October 7, 1967), Minute Order 4-75 (February 25, 1975), Minute Orders 149-75 and 184-75 (July 25, 1975), Minute Order 299-86 (September 22, 1986), Minute Order 245-89 (August 31-September 1, 1989), Minute Order 146-90 (May 25, 1990), Minute Order 264-90 (October 5, 1990), Minute Order 222-91 (May 17, 1991), Minute Order 45-95 (February 27, 1995), Minute Order 247-96 (December 6, 1996), Minute Order 182-97 (September 25-26, 1997), Minute Order 148-1999 (July 22-23, 1999), Minute Order 146-2007 (May 24-25, 2007), Minute Order 078-2011 (March 24, 2011), Minute Order 267-2011 (November 3, 2011) and Minute Order 135-2012 (May 3-4, 2012).

The Texas A&M University System
FY 2019 Operating Budget Guidelines

The Texas A&M University System (A&M System) is committed to serving the citizens of the state of Texas and understands that the valuable, but limited, resources provided to us must be utilized in the most efficient and effective manner and, as always, with the benefit of the state taxpayers foremost on our minds. The A&M System will continue to act as good stewards of the state of Texas' limited resources and will ensure the benefit to the state taxpayer is considered in every academic, research and service activity performed.

The A&M System remains focused on keeping the cost of attending our universities affordable, expanding student access, improving existing programs, developing new programs to meet new demands, expanding research and commercialization capabilities and implementing operational efficiencies through shared services, strategic outsourcing and other opportunities. Careful consideration must be given to maintaining the proper balance between tuition and fee increases and financial aid, and the effects these have on student access. The imperative of excellence in all we do and the reality of resource limitations in the state of Texas increase the difficulty of meeting these challenges and dictate that we devote our collective skills to ensuring that the productivity of all A&M System resources is optimized.

In preparation for the upcoming FY 2019 budget process, we will remain focused on keeping administrative costs low through the continued improvement of operational efficiencies. In addition, budget recommendations shall be prepared within the estimated funds available and reserve balances should only be used in special one-time situations or where a definite plan provides justification of a limited use of such balances. In self-supporting activities, total funds budgeted shall not exceed realistic estimates of income and balances brought forward. It is expected that government and private contracts will finance their proportionate share of increases being recommended. Recommendations for other operating expenses should be based upon careful estimates of actual needs, taking into account every possibility for savings. Every effort should be made to ensure that we are taking advantage of cost savings opportunities and reducing expenditures wherever possible. In addition, all budgetary projections should include provisions to accommodate items subject to possible inflationary increases during the course of this operating year.

Chief Executive Officers are authorized to begin the process of preparing the FY 2019 operating budgets within the limits of available resources. The System Office of Budgets and Accounting will provide detailed instructions to be used in the support of each phase of the review and approval process for the Chancellor and Board of Regents.

FY 2019 Budget Calendar

2018

February	FY 2018 budget update provided to the Board
March	Preliminary budgets submitted to the System Office of Budgets and Accounting for review
April	Programmatic Budget Reviews
April 18th - 20th	FY 2019 Budget presented to the Board for approval Request approval of full-time equivalent (FTE) employment levels and service department agenda items

**THE TEXAS A&M UNIVERSITY SYSTEM
CONFIRMATION OF EMERITUS TITLES
EMERITUS TITLE LIST NO. 18-02**

**MO 021-2018 (Item 6.3)
EXHIBIT**

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
TEXAS A&M UNIVERSITY				
Dr. Kalyan Annamalai	36	Professor	Professor Emeritus of Mechanical Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Phillip M. Campbell	12	Clinical Associate Professor	Clinical Associate Professor Emeritus of Orthodontics	Upon Approval by the Board and the Honoree's Retirement
Dr. James H. Gramann	34	Professor	Professor Emeritus of Recreation, Park, And Tourism Sciences	Upon Approval by the Board and the Honoree's Retirement
Ms. Donna Hajash	33	Instructional Associate Professor	Instructional Associate Professor Emeritus of Visualization	Upon Approval by the Board and the Honoree's Retirement
Dr. Frank M. Hons	35	Professor	Professor Emeritus of Soil and Crop Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Thomas R. Lalk	40	Associate Professor	Associate Professor Emeritus of Mechanical Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Jack L. Long	41	Assistant Professor	Assistant Professor Emeritus of Restorative Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. David N. McMurray	41	Professor	Professor Emeritus of Microbial Pathogenesis and Immunology	Upon Approval by the Board and the Honoree's Retirement
Dr. Loulou M. T. Moore	19	Clinical Associate Professor	Clinical Associate Professor Emeritus of Restorative Sciences	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Douglas J. Palmer	40	Professor	Professor Emeritus of Educational Psychology	Upon Approval by the Board and the Honoree's Retirement
Dr. Thomas R. Saving	49	Distinguished Professor	Distinguished Professor Emeritus of Economics	Upon Approval by the Board and the Honoree's Retirement
Dr. John W. Siebert	21	Professor	Professor Emeritus of Agricultural Economics	Upon Approval by the Board and the Honoree's Retirement
Dr. Phillip J. Tabb	16	Professor	Professor Emeritus of Architecture	Upon Approval by the Board and the Honoree's Retirement
Mr. Ward V. Wells	40	Professor	Professor Emeritus of Architecture	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M UNIVERSITY-CENTRAL TEXAS

Mr. Steven R. Blum	18	Director	Director of Information Technology Services Emeritus	Upon Approval by the Board and the Honoree's Retirement
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TEXAS A&M AGRILIFE EXTENSION SERVICE

Mr. Mark Brown	31	County Extension Agent	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement
Mr. Mark Currie	37	County Extension Agent	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement
Dr. Terrie Looney	13.5	County Extension Agent	County Extension Agent Emeritus	Upon Approval by the Board and the Honoree's Retirement

EXHIBIT

The Texas A&M University System
Appointed and Commissioned Peace Officers
December 18, 2017

University Officer's Name	Title	Hire Date
PRAIRIE VIEW A&M UNIVERSITY		
Bailey, LaShonda	Peace Officer	11/06/2017
Bayer-Barthe', Robenia L.	Peace Officer	11/15/2017
Berry, Michael D.	Peace Officer	11/15/2017
Betz, Stacy G.	Peace Officer	11/15/2017
Curry, Michael A.	Peace Officer	10/02/2017
Ellsworth, Craig G.	Peace Officer	07/15/2017
Jefferson, Ross R.	Peace Officer	09/05/2017
Jemison, Keith T.	Chief of Police	07/24/2017
Lartigue, Ivory J.	Peace Officer	11/15/2017
Love, Ashton C.	Peace Officer	11/15/2017
Manuel, Aprial D.	Peace Officer	11/06/2017
Onibokun, Ronli A.	Peace Officer	11/17/2017
Pecot, Leonard J.	Peace Officer	10/16/2017
Reynoso-Defrank, Stephanie R.	Peace Officer	10/16/2017
Richardson, Toni T.	Peace Officer	10/16/2017
Santee, Gary L.	Peace Officer	11/15/2017
Sexton, Nathan J.	Peace Officer	11/17/2017
Shanklin-McCartney, Hollie M.	Peace Officer	11/15/2017
Williams, Christopher B.	Peace Officer	10/16/2017
Woodle, Veronica M.	Peace Officer	11/15/2017
TEXAS A&M UNIVERSITY		
Byrne, Adam T.	Peace Officer	12/08/2017
Branch, Justin T.	Peace Officer	12/08/2017
Gutierrez, Mario I.	Peace Officer	12/08/2017
Sebesta, Erica L.	Peace Officer	12/08/2017
Seeley, Mason C.	Peace Officer	12/08/2017
Wallingford, Jason W.	Peace Officer	12/08/2017
TEXAS A&M UNIVERSITY- CENTRAL TEXAS		
Clark, Sean P.	Peace Officer	09/21/2017
Jackson, Lakeshia R.	Peace Officer	09/20/2017
McPhail, Darren R.	Peace Officer	09/18/2017
TEXAS A&M UNIVERSITY- GALVESTON		
Morton, Timothy J.	Peace Officer	12/01/2017
Lopez, Michael A.	Peace Officer	12/15/2017

TEXAS A&M UNIVERSITY- KINGSVILLE

Gonzalez, Humberto Gabriel	Peace Officer	07/28/2017
Webb, Ryan S.	Peace Officer	12/06/2017

TEXAS A&M UNIVERSITY- TEXARKANA

McMillian, Eric L.	Peace Officer	12/05/2017
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WEST TEXAS A&M UNIVERSITY

Giraitis, Almon J.	Peace Officer	11/15/2017
Young, Sonja D.	Peace Officer	11/15/2017



07.04 Benefits, Gifts and Honoraria

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).

Policy Summary

This policy provides strict standards on when benefits and gifts may be offered to, or accepted from, third parties by members of the Board of Regents (board) of The Texas A&M University System (system) and system employees.

Definitions

Click to view [Definitions](#).

Policy

1. BENEFITS AND GIFTS

1.1 Prohibited Benefits and Gifts to Board Members and Employees

- 1.1.1 Board members and employees shall not solicit, offer, confer, and agree to confer, accept or agree to accept any benefit in exchange for his or her decision, opinion, recommendation, vote or other exercise of official power or discretion.
- 1.1.2 Board members and employees shall not accept or solicit any gift, favor or service that might reasonably tend to influence the board member or employee in the discharge of official duties or that the board member or employee knows or should know is being offered with the intent to influence the board member's or employee's official conduct.
- 1.1.3 Board members and employees who exercise discretion in connection with contracts, purchases, payments, claims and other pecuniary transactions of government shall not solicit, accept or agree to accept any benefit from any person the board member or employee knows is interested in or is likely to become interested in any contract, purchase, payment, claim or transaction involving the board member or employee's discretion.

1.1.1 EXCEPTION: Board members and employees may accept food, lodging, transportation or entertainment from persons or entities he or she knows or reasonably should know are interested in or likely to become interested in a contract, purchase, payment, claim, decision or transaction involving the exercise of the board member's or employee's discretion only if the board member or employee is a "guest" as defined by Texas law. A board member or employee is a "guest" if the person or a representative of the entity providing the food, lodging, transportation or entertainment is present at the time the food, lodging, transportation or entertainment is received or enjoyed by the board member or employee.

1.1.2 Board members, the chancellor, presidents and agency directors are required to report any such benefits valued at over \$250 on their annual disclosure statements filed with the Texas Ethics Commission.

1.1.4 A benefit that is otherwise allowed by system policy is nevertheless prohibited if it is offered in exchange for official action, as described above.

1.1.5 Board members and employees who receive an unsolicited benefit that the board member or employee is prohibited from accepting by law may donate the benefit to a governmental entity that has the authority to accept the gift or may donate the benefit to a recognized tax-exempt charitable organization formed for educational, religious or scientific purposes.

1.2 Permitted Benefits and Gifts to Board Members and Employees

Board members and employees may accept the following:

- (a) Gifts or other benefits conferred on account of kinship or a personal, professional or business relationship independent of the board member's or employee's status as a board member or employee;
- (b) A fee prescribed by law to be received by the board member or employee or any other benefit to which the board member or employee is lawfully entitled or for which the board member or employee gives legitimate consideration in a capacity other than as a board member or employee;
- (c) A gift, award or memento that is received from a lobbyist who is required to make reports under Chapter 305 of the Government Code;
- (d) Items having a value of less than \$50, not including cash or negotiable instruments; and
- (e) Plaques and similar recognition awards, including achievement and recognition awards from the system.

1.3 Employees shall disclose to their respective chief executive officers any benefit received in the course of official business having a value of more than \$250. The chancellor,

presidents and agency directors shall make such disclosures to the board. Board members shall make such disclosures to the board's Committee on Audit.

1.4 Board members are subject to all the requirements of system travel regulations, except as follows:

1.4.1 Reimbursement for expenses other than transportation, meals and lodging incurred by board members while traveling on official business may be reimbursed to board members from gift fund accounts even though they may not be reimbursable from other funding sources.

1.4.2 When a board member engages in travel for which compensation is to be received from any source other than system funds, the member shall not submit a claim under the provisions of system travel regulations. A board member who receives an overpayment for a travel expense shall reimburse the system for the overpayment.

2. HONORARIA

2.1 Board members and employees shall not solicit, accept or agree to accept an honorarium in consideration for services they would not have been asked to provide but for their official position or duties. This prohibition includes a request for or acceptance of a payment made to a third party if made in exchange for such services.

2.2 Board members and employees may accept the direct provision of or reimbursement for expenses for transportation and lodging incurred in connection with a speaking engagement at a conference or similar event. Meals provided as a part of the event or reimbursement for actual expenses for meals may also be accepted. Participation by the board member or employee in the event must be more than merely perfunctory.

3. GIFTS TO PUBLIC OFFICIALS

3.1 If a member provides tickets to a public official to allow the official and/or his or her guests to attend an event, an officer or employee of the member or the board will serve as host to the official and must attend the event.

3.2 Members may provide public officials with small, infrequent gifts of perishable food items delivered to their offices if such gifts are unsolicited and are not offered in exchange for action or inaction on the part of the public official.

3.3 Members may pay expenses in order to furnish information to state officials relevant to their official position, including presentations about the programs and services of the system.

3.4 Board members and employees shall not expend or authorize the expenditure of any system funds, services or supplies for the purpose of financing or otherwise supporting the candidacy of a person for an office in the legislative, executive or judicial branch of state government or of the government of the United States, or influencing the outcome of any election or the passage or defeat of any legislative measure.

Related Statutes, Policies, or Requirements

[Tex. Penal Code Ch. 36, *Bribery and Corrupt Influence*](#)

[Tex. Penal Code Ch. 39, *Abuse of Office*](#)

[Tex. Gov't Code Ch. 556, *Political Activities by Certain Public Entities and Individuals*](#)

[Tex. Gov't Code Ch. 572, *Personal Financial Disclosure, Standards of Conduct, and Conflict of Interest*](#)

[Tex. Gov't Code Ch. 660, *Travel Expenses*](#)

[System Policy 07.01, *Ethics*](#)

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

[System Regulation 21.01.03, *Disbursement of Funds*](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Office of General Counsel
(979) 458-6120

10.01 Internal Auditing

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).



Policy Summary

The internal auditing program of The Texas A&M University System (system) provides the Board of Regents (board), chancellor, university presidents and agency directors independent, objective assurance and consulting services designed to add value and improve the system's operations. The internal auditing program helps the members accomplish their goals and objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the members' risk management, control and governance processes. Additionally, the internal auditing program provides useful and timely information on both the internal and external auditing activities occurring within the system.

This policy develops a framework for the implementation of the auditing activities within the system and defines the authority and scope of the internal auditing program as an effective management tool for use by the board, chancellor, university presidents and agency directors. The Texas Internal Auditing Act requires the system to have an internal auditing function and recognizes internal auditing as a professional management support and control activity. This policy serves as the system's internal audit charter.

Definitions

Click to view [Definitions](#).

Policy

1. AUTHORITY AND SCOPE OF THE INTERNAL AUDIT PROGRAM

The System Internal Audit Department (SIAD), under the advice and consent of the board's Committee on Audit, has sole authority and responsibility for providing the internal auditing program for the system. The program must perform its duties in accordance with the Texas Internal Auditing Act, generally accepted government auditing standards, and the Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the *International Standards for the Professional Practice of Internal Auditing*, and the Definition of Internal Auditing. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

To establish, maintain, and assure that SIAD has sufficient authority to fulfill its duties, the Committee on Audit will:

- Approve the risk-based internal audit plan.
- Receive communications from the chief auditor on SIAD's performance relative to its plan and other matters.
- Approve decisions regarding the appointment and removal of the chief auditor.
- Approve the remuneration of the chief auditor.
- Make appropriate inquiries of management and the chief auditor to determine whether there is inappropriate scope or resource limitations.

The chief auditor will have unrestricted access to, and communicate and interact directly with, the Committee on Audit, including in-private meetings without management present.

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Committee on Audit, management, and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the system. Internal audit assessments include evaluating whether:

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

The chief auditor and staff of SIAD are authorized to:

- Have full, free, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.

- Obtain assistance from necessary system personnel, as well as other specialized services from within or outside the system, in order to complete the engagement.

2. INDEPENDENCE AND OBJECTIVITY

To provide for the independence of the internal auditing program, the chief auditor reports functionally to the board's Committee on Audit and administratively to the chancellor, with the exception of annual performance and compensation reviews which shall be conducted by the Committee on Audit. In accordance with Section 2.5 of System Policy *01.03, Appointing Power and Terms and Conditions of Employment*, "The board shall appoint the chief auditor. ...The chief auditor shall report to the board through the Committee on Audit of the Board, with access to the chancellor. The board may dismiss or reassign the chief auditor without cause."

The chief auditor will periodically report to the Committee on Audit SIAD's purpose, authority, and responsibility; and its conformance with The Institute of Internal Auditor's Code of Ethics and *Standards*, and action plans to address any significant conformance issues.

The chief auditor will ensure that SIAD remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the chief auditor determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing any operational duties for the system or its affiliates.
- Initiating or approving transactions external to the internal audit department.
- Directing the activities of any system employee not employed by SIAD, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

3. RESPONSIBILITIES

The chief auditor, in the discharge of his/her duties, shall be accountable to the Committee on Audit and the system board to:

-
- Implement the annual audit plan and report results to the board, chancellor and the university presidents and agency directors.
- Review and adjust the internal audit plan, as necessary, in response to changes in the system's risks, operations, programs, systems, and controls.
- Communicate to the Committee on Audit and chancellor any significant changes to the internal audit plan.
- Review allegations of fraud or fraudulent actions in accordance with the system fraud policy, *Policy 10.02, Fraud, Waste and Abuse*.
- Provide reports to the Committee on Audit and chancellor on the implementation status of prior audit recommendations.
- Provide information periodically to the Committee on Audit and chancellor on the status and results of the annual audit plan and the sufficiency of department resources.
- Act as the system's general liaison with any external audit agency.
- Provide reports to the Committee on Audit and chancellor on any issues related to significant external audits, including audits conducted by the Texas State Auditor's Office.
- Provide advisory and consulting services to assist management in meeting its objectives, including participating in the procurement, development, implementation or modification of major information systems.
- Report any response to risk by management that may be unacceptable to the system.
- Maintain a quality assurance and improvement program that covers all aspects of the internal audit department.
- Communicate to senior management and the Committee on Audit on SIAD's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every three years by a qualified, independent assessor or assessment team from outside the system.

Management has the responsibility to:

- Within the time period determined by the chief auditor, furnish a written report of planned or completed actions to address the recommendations outlined in the internal audit report provided to the university president or agency director. The report shall include a timetable for the planned actions.
- Report to the chief auditor the status of implementation of prior audit recommendations.
- Notify the chief auditor of any external audits, investigations or inspections to be conducted at its institution or agency.
- Obtain authorization by law or through a delegation of authority from the Texas State Auditor's Office when contracting for an external audit.
- Provide the chief auditor information on audit issues from all external audits, investigations or inspections conducted at its institution or agency, including a copy of the final audit report with management's responses, if applicable.

- Notify the chief auditor when its institution or agency begins the procurement, development, implementation or modification of a major information system.

Related Statutes, Policies, or Requirements

[Texas Internal Auditing Act \(Government Code, Chapter 2102\)](#)

[The Institute of Internal Auditors, International Professional Practices Framework](#)

[U.S. Government Accountability Office, Government Auditing Standards \(The Yellow Book\)](#)

This policy supersedes:

System Policy 21.02, *Compliance with Recommendations of the State Auditor*

System Regulation 21.02.01, *Audits by the State Auditor*

System Regulation 21.02.02, *External Audits Other than by State Auditor*

System Policy 21.03, *Internal Auditing*

System Regulation 21.03.01, *Internal Auditing*

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Internal Audit Department
(979) 458-7100

11.09 Low-Producing Degree Programs

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).



Policy Summary

This policy provides that the universities (academic institutions) of The Texas A&M University System shall report, on an annual basis, the status of each low-producing degree program to the chancellor and the Board of Regents (system board).

Policy

The coordinating board conducts an annual review of degree programs at institutions of higher education to identify any low-producing degree programs that do not meet minimum standards for the number of degrees awarded.

Academic institutions will prepare a report of the coordinating board's review to the chancellor and system board. The report will include supporting documentation for requests to consolidate degree programs and temporary exemptions. The chancellor will annually report to the committee on academic and student affairs the disposition of programs identified as low producing (discontinued, consolidated, or granted temporary exemptions).

Related Statutes, Policies, or Requirements

[19 Tex. Admin. Code Ch. 4, Subch. R, *Review of Low-Producing Degree Programs*](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Office of Academic Affairs
(979) 458-6072



13.03 Texas Public Educational Grants

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).

Policy Summary

This policy requires each academic institution to establish guidelines regarding the funding of Texas Public Educational Grants and to determine eligibility for awarding such grants.

Policy

Each institution shall establish guidelines regarding the funding of Texas Public Educational Grants and guidelines to determine eligibility for awarding Texas Public Educational Grants. Grants awarded under this program shall be based upon the financial need of the applicant.

Related Statutes, Policies, or Requirements

[Tex. Educ. Code § 56.031 et seq., Texas Public Educational Grants](#)

[College for All Texans](#)

[System Regulation 15.01.01, Sponsored Agreements – Research and Other](#)

[System Policy 21.05.02, Federal Reporting of Foreign Gifts, Donations, Grants, Endowments and Contracts](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Office of Budgets and Accounting
(979) 458-6100

15.01 Research Agreements

Revised [February 8, 2018](#) (MO -2018)
 Next Scheduled Review: February 8, 2023
 Click to view [Revision History](#).



Policy Statement

This policy provides the vice chancellor for research (VCR) and the chief executive officers (CEOs) of The Texas A&M University System (system) and its respective members with a structure for conducting research and defines the VCR's, CEOs' and respective members' research-related duties and administrative responsibilities.

Policy

1. RESEARCH POLICY

- 1.1 The VCR shall submit for chancellor approval the process for administering sponsored research projects funded by federal, state, commercial or non-profit funds in accordance with System Policy *15.04, Sponsored Research Services*.
 - 1.1.1 Member employees will route research proposals, grants, and contracts through the member to which they are administratively located (adloc) unless the CEO of such member authorizes routing through a different member.
 - 1.1.2 When a principal investigator (PI) has one or more joint appointments with other members, the administrative location (adloc) shall serve as the indicator of the primary administrator and employer of the PI for proposal, grant, and contract administration, unless Sections 1.1.3, 1.1.4 and 1.1.5 apply.
 - 1.1.3 All research proposals, grants, and contracts originating with a lead PI who is a faculty member at Texas A&M University (Texas A&M) and adloc'd to the College of Agriculture and Life Sciences shall be routed through, approved, and administered by Texas A&M AgriLife Research (AgriLife Research). In cases where AgriLife Research is not eligible to administer the grant or contract, or at AgriLife Research's election, the grant or contract will be submitted and administered by Texas A&M. Indirect cost return for these grants and contracts will follow the guidelines as mutually agreed to by Texas A&M, AgriLife Research and Texas A&M Engineering Experiment Station (TEES). AgriLife Research will obtain approval from Texas A&M for proposals, grants and contracts focused on non-research objectives and committing Texas A&M to deliverables (e.g., course work and degree development).

- 1.1.4 All research proposals, grants, and contracts originating with a lead PI who is a faculty member at Texas A&M and adloc'd to the College of Engineering shall be routed through, approved, and administered by TEES. In cases where TEES is not eligible to administer the grant or contract, or at TEES' election, the grant or contract will be submitted and administered by Texas A&M. Indirect cost return for these grants and contracts will follow the guidelines as mutually agreed to by Texas A&M, TEES and AgriLife Research. TEES will obtain approval from Texas A&M for proposals, grants and contracts focused on non-research objectives and committing Texas A&M to deliverables (e.g., course work and degree development).
 - 1.1.5 All research proposals, grants, and contracts originating with a lead PI who is a faculty member at Texas A&M and adloc'd to the College of Veterinary Medicine and Biomedical Sciences shall be routed through, approved, and administered by either AgriLife Research or Texas A&M as determined by the Dean of Veterinary Medicine and Biomedical Sciences, at the Dean's discretion as confirmed in writing. Indirect cost return for these grants and contracts will follow the guidelines as mutually agreed to by Texas A&M, AgriLife Research and TEES.
- 1.2 The procedures required by Section 1.1 will exclude the administration of research projects or research-related activities not required to be administered by SRS under Section 4, System Policy *15.04* (collectively "Excepted Research Projects or Research-Related Activities"). Each member CEO shall submit for chancellor approval guidelines for administering Excepted Research Projects or Research-Related Activities.
- 1.3 Each CEO shall assure that all research conducted is consistent with the mission of the member and the system.
- 1.4 Each CEO shall assure that all research conducted at the member complies with all applicable system, local, state and federal policies, regulations and guidelines. Furthermore, each CEO shall ensure that member employees follow the research compliance requirements as set forth in System Policy. Texas A&M, AgriLife Research and TEES shall coordinate their efforts as they relate to Texas A&M faculty performing under grants or contracts awarded to AgriLife Research and TEES, to enhance and appropriately manage research compliance.
- 1.5 Annually, the chancellor shall receive a report from the VCR detailing ongoing sponsored research projects and a report from each CEO detailing ongoing Excepted Research Projects or Research-Related Activities.
- 1.6 The VCR shall establish procedures to assure that sponsored projects are administered in compliance with the sponsor's applicable policies and regulations. Noncompliance with the sponsor's applicable policies and regulations shall be reported to and be resolved by the appropriate CEO or designee, in consultation with the VCR.

2. INITIATION OF AGREEMENTS

It shall be the policy of the system to cooperate whenever possible, within the limits of its means and responsibilities, with individuals, government agencies, corporations or other outside parties in the solution of problems of mutual interest. The initiative for effecting such cooperative arrangements, including the establishment of grants-in-aid for the support of research work, may be assumed either by a member or by an outside party.

3. CONTROL OF RESEARCH PRODUCTS

Except as otherwise described in System Policy 17.01, *Intellectual Property Management and Commercialization*, the results of investigations by, or under the direction of, the research or teaching staffs of the system during the course of their regularly assigned duties shall become the property of the system and shall be so used and controlled as to produce the greatest benefit to the public and to the system.

4. ADVERTISING POLICY

If the results expected from a cooperative undertaking are such that the outside party desires to use the name of the system or a member in its advertising, provisions for such use shall be included in a written agreement. Advertising referring to these results shall be so worded as not to imply the endorsement by any member or the system of a specific product or producer, and shall reflect credit upon the system, its personnel and its activities.

5. RELATIONSHIPS WITH DEVELOPMENT FOUNDATIONS

Relationships with development foundations and similar support organizations are described in System Policy 60.01, *Relationships with Affiliated Organizations*.

Related Statutes, Policies, or Requirements

[System Regulation 15.01.01, Sponsored Agreements – Research and Other](#)

[System Regulation 15.01.04, Time and Effort Reporting](#)

[System Policy 15.04, Sponsored Research Services](#)

[System Regulation 15.99.01, Use of Human Subjects in Research](#)

[System Regulation 15.99.03, Ethics in Research, Scholarship and Creative Work](#)

[System Policy 17.01, Intellectual Property Management and Commercialization](#)

[System Regulation 21.05.01, Gifts, Donations, Grants and Endowments](#)

[System Policy 60.01, Relationships with Affiliated Organizations](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

Office of Vice Chancellor for Research
(979) 458-6000

24.01 Risk Management

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).



Policy Summary

It is the objective of The Texas A&M University System (system) to manage, control and, where appropriate, reduce or eliminate risk to the end that its employees, students and visitors are protected from hazards, its financial condition is not seriously jeopardized, and its material and natural resources conserved to the maximum extent possible and practicable. This policy establishes uniform programs and approaches in addressing the risks faced by the system. These programs will provide effective ways to manage, eliminate, or transfer these risks.

Policy

1. GENERAL

- 1.1 The system and its members are exposed to risks of loss resulting from injury or death of employees, students and the public; damage to the environment; and loss, destruction and damage to its own property and the property of others.
- 1.2 Of primary importance in all risk management programs is the protection of the health and safety of students, employees and visitors to any member.
- 1.3 Strong risk management and safety programs, coupled with safety consciousness and awareness on the part of all system personnel, are of vital importance to the accomplishment of the objectives of this policy.
- 1.4 System Risk Management is responsible for the administration of a risk management program within the system. The office will oversee programs in environmental management, health and safety, workers' compensation, risk transfer, and loss prevention. In providing service to the system, System Risk Management will:
 - (a) advise and assist member chief executive officers (CEOs), or their designees, in regard to managing the risk of the member;
 - (b) facilitate member environmental management and health and safety programs, and other risk management programs through such means as, but not limited to, leadership, specialized knowledge, dissemination of current information, or assistance in securing of specialized expertise or equipment;

- (c) prepare and submit an annual report on the system's risk management programs to the Board of Regents (board), chancellor and member CEOs;
- (d) develop and provide professional training opportunities for risk management personnel utilizing system and outside expertise; and
- (e) consult with the System Office of General Counsel (OGC) on all legal issues pertaining to the administration and operation of the risk management programs.

2. HEALTH AND SAFETY

- 2.1 As provided by Executive Order GWB 95-8 (*Relating to Workplace Safety and Health of State Employees, Citizens Served, and Preservation of State Property*), the system and its members will develop and maintain a comprehensive health and safety program.
- 2.2 System Risk Management will provide oversight and guidance for the members' health and safety programs based on federal and state laws and agency regulations.
- 2.3 As part of the system's health and safety program, System Risk Management will offer assistance as necessary, including training, to foster member compliance.
- 2.4 Each CEO will implement and administer a health and safety program and will submit an annual report to System Risk Management on the status of the member's health and safety program.
- 2.5 The chancellor or designee may contract with external providers specializing in health and safety, who will monitor members' compliance with health and safety laws, offer recommendations to the members on how to achieve compliance and report to System Risk Management on the members' progress.

3. INSURABLE RISK

- 3.1 The board, as fiduciary of the assets of the system, recognizes the importance of mitigating risk that may impact the system resources. These risks can come in the form of potential loss of property, potential financial liability, and potential reputation risks.
- 3.2 The objective of this policy is to ensure that insurable risks are evaluated and coverage is secured, where applicable. Institutions of higher education may purchase insurance covering the institution and its employees against liability, risk, or exposure and covering the losses of any institutional property, utilizing funds from the institution as authorized in Chapter 51 of the Texas Education Code. In the purchase of insurance, the members will benefit from leveraging the collective purchasing power of the combined members. All insurance protecting the system or its members must be purchased through System Risk Management after a risk assessment has been completed to determine both the necessity and type of coverage best suited to cover the targeted risks. There are two primary types of insurable risk:
 - 3.2.1 Insuring the physical assets against financial consequences of property loss is essential in ensuring that the mission of the system is carried out with as little interruption from property loss or damage as possible.

- 3.2.2 Insuring against civil liability that may occur in the carrying out of the mission of the system.
- 3.3 System Risk Management is responsible for assessing the various insurable risks which face the system. This assessment will consider the potential financial consequences of the risk together with the potential likelihood of an occurrence which would result in financial consequence. Actuarial analysis may be conducted to determine the expected loss exposure, utilizing external actuarial consultants where appropriate. The assessment will consider the potential financial exposure from:
- (a) Physical harm to employees, students, visitors, or the general public;
 - (b) Damage to third party property;
 - (c) Damage to system property;
 - (d) Contractual liability; and
 - (e) Reputation risk.
- 3.4 Management of the impact of these potential risks will utilize various forms of risk avoidance and mitigation with the goal of eliminating or reducing the potential financial exposure to an acceptable level. Management of the impact of the potential financial risk will include, but is not limited to:
- (a) Reviewing whether the applicable risk is a consequence of the mission of the institution;
 - (b) Mitigation of the exposure through proper oversight and procedures;
 - (c) Use of waivers and releases developed by OGC);
 - (d) Coverage of any potential exposure through insurance requirements on third parties utilizing system facilities or programs, and;
 - (d) Retention or transfer of the remaining loss exposure.
- 3.5 System Risk Management will make recommendation on the most appropriate manner in which to receive proper coverage of the loss exposure. The loss exposure may be covered through retention by the member, a shared risk plan, risk transfer through commercial insurance coverage, or some combination thereof. Recommendations will be based on:
- 3.5.1 Financial ability of the member to retain the exposure and/or meet the deductible obligations for the insurable risk will be determined by the member chief financial officer (CFO) and confirmed by the system. Unrestricted assets committed to funding insurable exposures will be moved to restricted reserves at the member level.
 - 3.5.2 In determining the decision to retain or transfer the exposure, the likelihood and severity of the potential loss exposure will be evaluated along with an analysis of economic trade off of current premium paid versus expected loss.

- 3.5.3 Loss exposure from an insurable risk will be covered at the individual member level if dictated by the uniqueness of the respective risk to the member.
- 3.5.4 Inherent in the shared risk plans covering multiple members is the sharing of risk through the loss history, exposure profile, mitigation programs, and deductible thresholds of the members. Agreements must be in place detailing the rights, responsibilities and financial obligations of the insurable risk plan participants. or all programs where an insurable risk plan is implemented, the following requirements will be met:
- 3.5.4.1 System Risk Management will develop plan documents, subject to member approval, detailing the covenants which will govern the shared risk plan to include applicable coverage, definition of loss, premium allocation, and shared risk retention funding where applicable.
- 3.5.4.2 Premium allocation and shared risk retention funding will be determined by evaluating the risk profile of each member and by working with insurance underwriters to identify risks which impact the premium charged to the system. All risk sharing will ensure that each member's participation is equitable to the risk that it brings to the plan.
- 3.5.4.3 In the event of a loss, any obligations placed on the members by the covenants will be the liability of that respective member and will continue even if participation in the risk sharing program ceases.
- 3.5.4.4 Member CFOs will be required to provide an annual certification of inventory or programs covered by the respective risk sharing plan and execute an annual participation agreement agreeing to the covenants of the risk sharing plan.
- 3.6 System Risk Management is responsible for applying the processes in this policy to the various insurable risks of the system. All members are to participate in the following programs as required by the board unless sufficient assets have been designated as restricted reserves to cover the insurable risks in accordance with Section 5.1 of this policy:
- 3.6.1 Facilities Insurance Plan
- The System Facilities Insurance Plan will provide coverage for both Auxiliary and Educational and General Facilities, and related furnishings, of the system. Coverage will be secured on a replacement cost policy which will provide for the repair or reconstruction of covered facilities with like-kind construction.
- 3.6.2 Automobile Insurance Program
- Coverage for liability arising out of the operation of automobiles or motor driven equipment will be covered up to the liability limits of the Texas Tort Claims Act. Coverage will be applicable for all vehicles and scheduled motor driven equipment submitted by the CFO or designee to System Risk Management. Comprehensive coverage of insured vehicles will be evaluated

annually to determine if damage to owned automobiles should be retained or insured commercially.

3.6.3 Medical Malpractice

The system will secure malpractice coverage for potential liability that may occur as a result of members (1) providing medical and counseling care to students and the general public, and (2) providing educational opportunities to medical, nursing and dental students.

3.6.4 Programs for Minors Insurance Program

The system will secure a commercial general liability and accident medical insurance program for use by members as outlined in System Regulation 24.01.06, *Programs for Minors*.

3.6.5 International Travel Security and Medical Evacuation Insurance Program

An international security and medical evacuation insurance program will be secured to provide security and medical evacuation insurance for students traveling overseas who are participating in educational opportunities.

3.6.6 Workers Compensation Insurance

3.6.6.1 State of Texas Labor Code, Section 502, authorizes the system to administer the Workers Compensation Insurance Program (WCI Program) to provide reasonable and necessary medical coverage and disability payments to employees who sustain injuries or occupational disease in the course and scope of their employment.

3.6.6.2 Members are responsible for compliance with state WCI regulations for employers and procedures instituted by System Risk Management for the administration of the WCI Program.

3.6.6.3 The WCI Program will be operated as a fully funded plan, covering not only the current year expenses but the total cost of the claim. Minimum funding level must be sufficient to cover current year expenses and the Incurred But Not Reported Reserve requirement with the maximum reserve set by Section 502 of the Labor Code. The Incurred But Not Reported Reserve will be determined through an annual actuarial review conducted by an external actuarial firm.

3.6.7 Directors and Officers Liability Plan

The system provides coverage for Directors and Officers (D&O) Liability through a commercial insurance program. Each member is responsible for the respective deductible per claim and is required to pay a premium.

3.6.8 Group Health Plans

The system will make group health plan benefits available to its employees, retirees and their dependents in accordance with Chapter 1601 of the Texas Insurance Code. The system fulfills this requirement by allowing enrollment in either a self-insured plan available to all employees and retirees or one of several fully insured HMO plans. The cost of these plans is funded by employer contributions from the state or member, or a combined employer and employee contribution.

System Benefits Administration is responsible for administration of the health benefit plans as well as the rules and procedures relating to enrollment and eligibility.

For the fully insured HMO plans, System Benefits Administration will determine the minimum standard benefit and solicit RFP responses from fully insured HMO plans registered in the state of Texas. For the self-insured plan, System Benefits Administration will research and recommend plan design changes for the approval of the system CFO, taking into consideration the financial performance of the plan, state and federally mandated changes, industry trends, and input from the System Employee Benefits Advisory Committee.

System Risk Management will maintain financial reports and statistics for the plan and coordinate the annual actuarial pricing and determination of the change in the Incurred But Not Reported Reserve by an external actuarial firm. The self-insured plan assumes the risk if the plan should experience a loss. Protection from catastrophic loss will be provided through a commercial stop loss policy and/or sufficient plan reserves as determined by the actuarial review and approved by the system CFO.

4. ENVIRONMENT

- 4.1 In line with the system's historical mission of environmental education, research and extension, the system's goals as servant leaders is to ensure systemwide protection of assets, respect for the health and safety of individuals, strict accountability for the resources entrusted to the system and integrity throughout the organization. In so doing, the system will take an aggressive approach to being exemplary environmental stewards.
- 4.2 It is the objective of the system that the operations and persons associated with these operations shall cultivate environmental performance and model good practices wherever the system's facilities and activities interface with the natural and built environments. The scope of these practices shall encompass, but is not limited to, providing clean and safe settings for learning and inquiry, factoring the environment into the system's planning, acquisitions, designs, construction, operations, maintenance and activities, creating learning opportunities for the system's campus communities, conserving renewable and natural resources, preventing pollution and fostering compliance with applicable environmental laws.
- 4.3 The system and its members shall realize this environmental policy by means of environmental management systems (EMS) that identify significant environmental

interfaces and manage these on a priority basis with appropriate resources within the context of the system's mission. Each EMS shall be based on the performance cycle as outlined below.

EMS Performance Cycle

The EMS performance cycle shall consist of four core functions that provide the framework for managing existing activities and any new activity that could potentially affect the environment.

Plan – The *planning* process shall define objectives and performance requirements, establish controls, and select and develop personnel. It shall include defining the scope of the activity and identifying and analyzing the associated environmental interfaces, potential impacts and regulatory requirements.

Act – The *action* process shall consist of performing the planned activity within established controls. It shall provide resources, training and communication to fulfill the plan, and it shall include implementing operational controls to prevent or mitigate environmental impacts and to comply with applicable regulations and procedures.

Verify – The *verification* process shall measure and assess results and progress and take corrective actions. It shall include monitoring or measurement of environmental performance, assessment of the adequacy of controls and opportunities for improvement and performance of corrective actions as needed.

Adjust – The *adjustment* process shall review and adjust the systems as necessary to achieve intended results without unacceptable environmental impacts. It shall include management reviews of activities and outcomes and communication of review findings and recommendations to activity planners who then continue the EMS performance cycle.

4.4 The system policy on the environment applies to and must be clearly communicated to all members of the system community and its contractors. Responsibilities for communicating and implementing this policy are as follow.

4.4.1 The chancellor is responsible for implementing this environmental policy with the objective of achieving affirmative EMS throughout the system.

4.4.2 The chancellor and each member CEO shall affirmatively endorse this environmental policy, designate a person responsible to be the contact for environmental matters, designate environmental liaisons for key departments and implement the policy through developing and administering an EMS and conducting other environmental activities as appropriate. The chancellor and CEOs shall also establish an advisory council to guide and assess policy implementation.

4.4.3 System Risk Management shall guide members to establish, implement and update environmental controls, consisting of short-term and long-term environmental objectives with specific targets that can measurably indicate performance.

- 4.4.4 System Risk Management shall (a) implement a System Offices EMS, (b) act as facilitator for each member EMS, offering oversight and guidance, and (c) offer other environmental support services to the system and its members as necessary.
- 4.4.5 The CEO shall submit an annual report to System Risk Management on the status of each member's EMS and environmental activities, including measured progress toward achieving environmental objectives and targets. System Risk Management shall assess member reports and include a summary report in the annual risk management report.

Related Statutes, Policies, or Requirements

[Executive Order GWB 95-8, *Relating to Workplace Safety and Health of State Employees, Citizens Served, and Preservation of State Property*](#)

[Tex. Educ. Code § 51.966](#)

[Texas Tort Claims Act, Tex. Civ. Prac. & Rem. Code, Chapter 101](#)

[Tex. Lab. Code, Chapter 502](#)

[Tex. Ins. Code, Ch. 1601](#)

[System Policy 51.01, *Capital Planning*](#)

System Regulation [24.01.06, *Programs for Minors*](#)

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Office of Risk Management
(979) 458-6330



41.01 Real Property

Revised [February 8, 2018](#) (MO -2018)
Next Scheduled Review: February 8, 2023
Click to view [Revision History](#).

Policy Summary

The Board of Regents (board) of The Texas A&M University System (system) shall have the sole and exclusive management and control of all real property and real property interests. All real property, including leasehold and mineral interests, shall be held in the name of the board. This policy governs the acquisition, disposal, management and leasing of real property.

Policy

1. GENERAL PROVISIONS

- 1.1 Delegation of Authority. Except as otherwise provided in this policy, the board delegates to the chancellor authority to manage and maintain all real property owned or controlled by the board. The chancellor is granted authority to execute and deliver, on behalf of the board, all contracts, agreements, closing documents, deeds, assignments, leases, easements, permits, licenses, listing agreements, division orders and all other documents necessary to carry out the powers granted to the chancellor by this policy, and to perform other specific real property transactions authorized by the board.

Any authority delegated to the chancellor in this policy may be further delegated by the chancellor in writing.

- 1.2 Responsibility for Care, Maintenance and Safekeeping. The chancellor is responsible for ensuring the care, maintenance and safekeeping of all real property. The chancellor may delegate these responsibilities to member chief executive officers (CEOs) or an employee or department of the member. Any such delegations must be in writing.

- 1.3 Regulations. The chancellor shall establish regulations implementing this policy.

2. ACQUISITION OF REAL PROPERTY

- 2.1 Except as provided in Sections 2.2 and 2.3, all acquisitions of real property, including through the power of eminent domain under Section 85.32 of the *Texas Education Code*, must be approved by the board.

- 2.2 Following a due diligence review by the System Real Estate Office (SREO), gifts and bequests of real property, including mineral interests, may be accepted by a member CEO on behalf of the board in accordance with System Policy *21.05, Gifts, Donations, Grants and Endowments*, and this policy. Unless waived by the System Office of General Counsel (OGC):
- (a) the due diligence review must include an environmental site assessment, a survey, a property condition inspection and an examination of title; and
 - (b) an owner's policy of title insurance covering the real property gift or bequest must be obtained in an amount determined by the SREO.
- 2.3 The chancellor shall have authority to approve acquisitions, other than through the power of eminent domain, in which the consideration payable by the system or its member, exclusive of closing costs, is \$1,000,000 or less.

3. DISPOSITION OF REAL PROPERTY

Except for dispositions of fee title to undivided surface real property interests and real property valued at \$250,000 or less which the chancellor shall have authority to approve, all other dispositions of fee title to real property must be approved by the board.

4. LEASE OF REAL PROPERTY

- 4.1 All leases of real property to third parties having a term that exceeds five (5) years must be approved by the board. Renewal periods that may be exercised in the sole discretion of the third-party tenant shall be included in computing the term of the lease. The chancellor is delegated authority to approve all other leases of real property to third parties.
- 4.2 All leases of real property from third parties for the benefit of the system or a member must be approved by the board if **either**
- (a) the term of the lease, including renewal periods, exceeds ten (10) years; or
 - (b) the total consideration payable by the system or member for the term of the lease, including renewal periods, exceeds \$1,000,000.

The chancellor is delegated authority to approve all other leases of real property from third parties. The term "total consideration" shall mean all rent, tenant improvement costs and other expenses payable by the system or a member, the amounts of which can be determined at the inception of the lease term, including base rent, security deposits and common area maintenance and other charges, but excluding the costs of insurance, taxes and maintenance under a "triple net" lease and rent escalations, unless the amount of those costs and/or rent escalations can be determined at the inception of the lease.

- 4.3 In the case of a lease amendment, modification or extension, "term" shall mean only the period of time from the commencement date of the lease amendment, modification or extension going forward, and not the time period for which the lease term has already been completed or satisfied.

5. MINERAL LEASES

- 5.1 Process. Real property may be leased for oil, gas, sulphur, mineral ore and other mineral development by public auction, sealed bid or negotiated agreement.
- 5.2 Delegation. The board delegates to the chancellor authority to approve mineral leases having:
- (a) a primary term of three (3) years or less; and
 - (b) a royalty of at least 25%.

The board also delegates to the chancellor authority to approve those mineral leases in which the board does not own or control the executive rights.

All other mineral leases must be approved by the board.

6. EASEMENTS

- 6.1 Granting of Easements. The board must approve easements on real property granted for highway or roadway purposes having an indefinite term. The chancellor shall have authority to approve all other easements over, across or under real property, provided that the term of the easement does not exceed 10 years. The chancellor shall periodically publish a schedule of fees to be charged for easements over, across or under real property. The chancellor shall have the right, in the public interest, to waive fees for easements granted to governmental entities. Easements on real property may not exceed 10 years, except those granted for highway or roadway purposes which may be indefinite.
- 6.2 Easements from Third Parties. The board must approve easements over, across or under real property owned by third parties and benefiting the system or a member if the consideration payable to the third party exceeds \$300,000.
- 6.3 Conservation Easements. Neither the system nor a member shall be the holder of a conservation easement as defined in Section 183.001 of the *Texas Natural Resources Code* without first obtaining approval of the board.

7. PURCHASE/SALES PRICE AND APPRAISALS

In order to insure the system receives fair value, acquisitions and dispositions of title to real property must be supported by one or more current independent appraisals, market studies, and/or other reasonable documentation of value as determined by the SREO and in accordance with the rules of the Texas Higher Education Coordinating Board, if applicable.

8. INCOME FROM REAL PROPERTY

- 8.1 Revenues from Real Property Acquired Other Than by Gift or Bequest. Unless otherwise directed by the board, by law or by an intrasystem agreement between or among members, and except as set forth in Sections 8.2 and 8.3, all sale proceeds, rents, fees and other income from the sale, lease or use of real property, and all surface damages paid by mineral lessees (other than damages to crops or other property of a tenant) shall be credited to the account of the member to which the property has been assigned.

8.2 Revenues from Real Property Acquired by Gift or Bequest. Unless otherwise directed by the donor, all sale proceeds, rents, fees, royalties, bonuses, damage recoveries and other income from the sale, lease or use of real property or mineral interests acquired by gift or bequest, shall be credited to the account of the member designated as the donee of the gift or bequest; provided that, if the board or the system is designated as the donee, the board shall determine the disposition of all revenues.

8.3 Mineral Revenues from State Land. In accordance with Section 85.70 of the *Texas Education Code*:

8.3.1 Except as provided in Section 8.3.2, all income received from mineral leases on real property that was acquired by any means other than gift or bequest will be deposited into The Texas A&M University System Special Mineral Investment Fund. Income from this fund shall be deposited to the credit of The Texas A&M University System Special Mineral Income Fund and is appropriated by the legislature exclusively for the system and expended under the direction of the board for the general use of any member.

8.3.2 All income received from mineral leases on real property that was acquired for the use of Texas A&M University-Kingsville and its divisions will be deposited into the Texas A&M University-Kingsville Special Mineral Investment Fund to be used exclusively for Texas A&M University-Kingsville and its branches and divisions.

9. PRIVATIZED HOUSING

Unless waived by the chancellor, prior to submitting a student housing construction project to the board for approval as a system project, a member must undertake a procurement process to identify a potential private partner/developer to design, construct and operate the project under a ground lease. All privatized student housing ground leases must be prepared or reviewed and approved by the OGC for legal sufficiency.

10. REPORTING

The chancellor shall report to the board on a quarterly basis (1) all acquisitions approved by the chancellor or designee under the authority of Section 2.3 in which the purchase price payable by the system or member exceeds \$500,000 and (2) all leases of real property from third parties approved by the chancellor or designee under the authority of Section 4.2 in which the total consideration payable by the system or member exceeds \$500,000.

Related Statutes, Policies, or Requirements

[Tex. Educ. Code § 85.25](#)

[Tex. Educ. Code § 85.26](#)

[Tex. Educ. Code § 85.32](#)

[Tex. Educ. Code § 85.51](#)

[Tex. Educ. Code § 85.70](#)

[Tex. Nat. Res. Code § 183.001](#)

[19 Tex. Admin. Code Ch. 17](#)

[System Policy 21.05, Gifts, Donations, Grants and Endowments](#)

The December 2008 version of this system policy supersedes:

System Policy 41.01, *Real Property Gift and Bequest Acceptance*

System Policy 41.02, *Real Property Purchase*

System Policy 41.03, *Real Property Condemnation*

System Policy 41.04, *Real Property Classification*

System Policy 41.05, *Real Property Management Policy*

System Policy 41.06, *Mineral Lease Property*

System Policy 41.07, *Real Property Disposition*

System Policy 41.08, *Administration of Real Estate Office*

System Policy 41.09, *Privatization of On-Campus Housing Facilities by Third Parties*

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

System Real Estate Office
(979) 458-6350

**PRAIRIE VIEW A&M UNIVERSITY
UNIVERSITY ADMINISTRATIVE PROCEDURE**

**12.02.99.P0.01 Institutional Procedures for Implementing Tenure**

Approved: February 8, 2018

Next Scheduled Review: February 8, 2023

UAP Purpose

The purpose of this University Administrative Procedure (UAP) is to establish procedures for implementing tenure at Prairie View A&M University (PVAMU), as required by System Policy [12.02 Institutional Procedures for Implementing Tenure](#).

Official Procedures and Responsibilities**1. OVERALL TENURE AND PROMOTION POLICIES**

- 1.1 Tenure and promotion policies for institutions in the Texas A&M System are outlined in System Policy [12.01 Academic Freedom, Responsibility and Tenure](#), System Policy [12.02 Institutional Procedures for Implementing Tenure](#) and System Policy [12.06 Post-Tenure Review of Faculty and Teaching Effectiveness](#).
- 1.2 Tenure means the entitlement of a faculty member to continue in the academic position held unless dismissed for good cause.
- 1.3 Tenure is obtained only by the affirmative action of the Board of Regents.
- 1.4 Faculty members awarded tenure at other institutions have no claim to tenure at PVAMU.
- 1.5 Administrative personnel, such as department heads and deans, who hold academic rank in addition to their administrative title retain their tenured status as faculty members, but administrative positions per se are not subject to tenure.
- 1.6 The PVAMU Tenure and/or Promotion Policy Manual provides guidelines to ensure the successful recruitment, development and evaluation of faculty. It sets minimum levels of achievement necessary for sustained progress in the area of annual performance evaluation, tenure and/or promotion. It also provides definitions, detailed procedures and timelines for tenure and/or promotion.
- 1.7 In March of each year, as needed, the Provost and Senior Vice President for Academic Affairs (Provost) shall convene a joint meeting of the members of all college tenure and/or promotion committees to review and assess the tenure, promotion and post-tenure review process. See the PVAMU Tenure and/or Promotion Policy Manual, Section 9, for detailed information.

2. ELIGIBILITY FOR TENURE AND/OR PROMOTION

- 2.1 Tenure consideration is available only for faculty employed in tenure-track faculty positions, i.e., the faculty ranks of assistant professor, associate professor, or (full) professor (including endowed professors).

- 2.2 Under special circumstances, a senior faculty member holding a tenured academic rank at another accredited academic institution; a senior executive with a major non-academic institution; and/or an individual who previously held an academic administrative position and a tenured faculty position at another institution, may be employed at an advanced academic rank and may be considered for tenure at the time of employment.
- 2.3 Faculty members who hold joint appointments with other state, federal, or private agencies or with other System members, may or may not be entitled to tenure, depending upon the nature of their duties and the terms of the written agreement of their appointments.
- 2.4 Eligibility for promotion to the rank of associate professor is detailed in the PVAMU Tenure and/or Promotion Policy Manual, Section 4.
- 2.5 Eligibility for promotion to the rank of professor is detailed in the PVAMU Tenure and/or Promotion Policy Manual, Section 4.
- 2.6 Eligibility for the award of tenure is detailed in the PVAMU Tenure and/or Promotion Policy Manual, Section 4.

3. WRITTEN TERMS OF EMPLOYMENT

- 3.1 All new faculty members shall be provided with an appointment letter stating the Initial terms and conditions of employment. Any subsequent modifications or special understandings concerning the appointment, which may be made on an annual basis, should be stated in writing and a copy given to the faculty member. All faculty members, unless the terms and conditions of their appointment letter state otherwise, are expected to engage in teaching, scholarship, and service.
- 3.2 Essential job functions for a position may vary depending upon the nature of the department in which the faculty member holds expertise, external funding requirements attached to the position, licensing or accreditation requirements, and other circumstances. It is therefore important that essential job functions for each faculty position be listed in the initial appointment letter. All appointment letters must indicate whether the appointment being offered is with tenure, tenure-accruing, or non-tenure accruing, as specified in [System Policy 12.01 Academic Freedom, Responsibility and Tenure](#); Section 3.

4. TENURE AND/OR PROMOTION CRITERIA

- 4.1 The criteria that are used for evaluating the eligibility for tenure and/or promotion are the criteria that are used in the annual performance review of faculty. The expectations are also the same.
- 4.2 The evaluation criteria include: (See the [PVAMU Faculty Handbook](#) for the evaluation materials associated with each criterion.)
 - 4.2.1 Instructional Responsibilities; includes but is not limited to the following:
 - 4.2.1.1 Evaluations of teaching effectiveness;
 - 4.2.1.2 Teaching innovation and learning assurance;
 - 4.2.1.3 Teaching load and instructional contributions;

- 4.2.1.4 Quality of communication with students;
- 4.2.1.5 Academic development; and,
- 4.2.1.6 Collaboration, communication, participation, professionalism and collegiality.
- 4.2.2 Intellectual Contributions; includes but is not limited to the following:
 - 4.2.2.1 Refereed publications, juried exhibits or performances, funded grant proposals and contracts, patents or commercialization of research, and/or professional consultations or commissions of creative work;
 - 4.2.2.2 Professional presentations of knowledge or creative expressions;
 - 4.2.2.3 Honors for research or creative expressions; and,
 - 4.2.2.4 Collaboration, communication, participation, professionalism and collegiality.
- 4.2.3 Professional Service; includes but is not limited to the following:
 - 4.2.3.1 Service to the university;
 - 4.2.3.2 Service to the community, state, nation, or world, related to your profession and/or scholarly activities;
 - 4.2.3.3 Service to professional organizations;
 - 4.2.3.4 Honors for service; and,
 - 4.2.3.5 Collaboration, communication, participation, professionalism and collegiality.

5. TENURE AND/OR PROMOTION REVIEW PROCESS

- 5.1 Tenure track faculty will normally have a probationary period of six years to achieve tenure.
 - 5.1.1 The probationary period for a faculty member on tenure-track may be extended beyond six years upon petition by the faculty member, a concurring recommendation by the appropriate department head and dean, and approval by the Provost. The university may authorize an extension of the tenure probationary period due to special circumstances; see University Rule [12.01.99.P1 Granting Extension of Tenure Probationary Period](#) for complete details.
- 5.2 Annual Review of Faculty Performance
 - 5.2.1 All faculty members shall undergo an annual review of their performance. The annual review shall be conducted in accordance with the guidelines outlined in the [PVAMU Faculty Handbook](#).

- 5.2.2 In each academic department, the direct supervisor shall annually evaluate the performance of each tenure-track faculty member.
- 5.2.3 The direct supervisor shall review the performance review with each faculty member to provide meaningful written and oral feedback about their and, if needed, suggestions for the improvement of performance.
- 5.2.4 In any year, a direct supervisor or college dean may recommend to the Provost that the probationary appointment of a tenure-track faculty member be terminated. The final decision regarding the termination of the probationary appointment of a tenure-track faculty member must be made by the Provost with the concurrence of the President. Notification of contract non-renewal shall be made in accordance with the timelines specified in System Policy [12.01, Section 4.2](#).
- 5.2.5 A tenure-track faculty member may appeal the decision of the Provost regarding non-renewal on the basis that the decision was made in violation of the academic freedom of the individual or for an illegal reason or for inadequate consideration of the faculty member's record of professional achievement. For purposes of this section, an illegal reason is defined as a decision based on race, color, sex, religion, national origin, age, genetic information, veteran status, sexual orientation, gender identity or disability unrelated to the performance of duties; or made in retaliation for the faculty member's exercise of protected First Amendment Rights.

5.3 Third-Year Review for Assistant Professors

- 5.3.1 A mandatory third-year review occurs after the completion of the third year of appointment for tenure-track faculty members (except for faculty members hired at the associate professor level who will apply for tenure in their fourth year at PVAMU).
- 5.3.2 Faculty members undergoing the third-year review shall prepare a third-year review portfolio that details their achievements and performance in instructional responsibilities, intellectual contributions, and professional service.
 - 5.3.2.1 The direct supervisor may assist a candidate with the preparation of early versions of the third-year review portfolio.
- 5.3.3 The third-year review portfolio must be presented to the direct supervisor early in their fourth year of employment.
- 5.3.4 The third-year review portfolio will be reviewed by the candidate's Departmental Tenure and/or Promotion Committee, direct supervisor, college tenure and/or promotion committee, college dean, and the Provost. At each level of review the candidate will be evaluated in the categories of instructional responsibilities, intellectual contributions, and professional service and submit a written evaluation.
- 5.3.5 The Provost shall prepare an independent written evaluation and rating of each third-year review candidate, add it to the candidate's portfolio, and send a copy of their evaluation to the candidate(s) and to the appropriate direct supervisor and college dean by the approved deadline date.
- 5.3.6 The Provost's evaluation shall state one of the following:

- 5.3.6.1 The candidate has made adequate progress toward meeting the criteria for consideration of tenure and/or promotion;
- 5.3.6.2 The candidate has made adequate progress toward meeting the criteria for consideration of tenure and/or promotion but with recommendations for areas of improvement; or,
- 5.3.6.3 The candidate has not made adequate progress toward meeting the criteria for consideration of tenure and/or promotion and will be offered a terminal, nine-month appointment.
- 5.3.7 The third-year review candidate may appeal the decision of the Provost to offer a terminal, nine-month appointment on the basis that the decision was made in violation of the academic freedom of the individual or for an illegal reason or for inadequate consideration of the faculty member's record of professional achievement.

6. REVIEW OF TENURE RECOMMENDATIONS

6.1 Tenure Review for Tenure-track Assistant Professors

- 6.1.1 A mandatory tenure review for tenure-track assistant professors occurs after the completion of the fifth year of appointment. Faculty members facing the tenure review must apply for tenure and/or promotion and must prepare a tenure and/or promotion portfolio.
- 6.1.2 If the award of tenure and/or promotion is denied to an assistant professor in the tenure and/or promotion process, the faculty member shall receive a terminal nine-month contract for the next academic year.

6.2 Tenure and/or Promotion Portfolio

- 6.2.1 The portfolio must be presented to the direct supervisor by the prescribed deadline date. The portfolio shall include a letter of submission that indicates the candidate is formally submitting the portfolio to the direct supervisor for evaluation. The letter shall be signed by the candidate and have an acknowledgement line for the direct supervisor to indicate receipt of the portfolio, with the candidate receiving a copy of the signed letter. Unless there are significant extenuating circumstances, failure to submit the portfolio by the prescribed deadline date will preclude the faculty member from applying for tenure and/or promotion.
- 6.2.2 The Provost shall determine whether failure to submit the portfolio on time was due to significant extenuating circumstances. A tenure-track faculty member who fails to submit their portfolio by the prescribed deadline date will be given a terminal appointment for the following academic year.
- 6.2.3 The direct supervisor may assist a candidate with the preparation of early versions of the tenure and/or promotion portfolio.

6.3 Departmental Tenure and/or Promotion Process

- 6.3.1 Each department head (department is to be interpreted as school where appropriate) will appoint a Departmental Tenure and/or Promotion Committee made up of the appropriate ranked faculty (i.e. tenured faculty

for the review of third year candidates and assistant professors, full professors for the review of associate professors for promotion) regardless of whether the department anticipates candidates for third-year review, tenure, or promotion. Each department should have its tenure and/or promotion committee established by the approved deadline date.

- 6.3.2 A Departmental Tenure and/or Promotion Committee must consist of at least three tenured faculty members from the academic department.
- 6.3.3 If there are not enough tenured faculty members in the department available to constitute a committee of at least three, the department head will select at-large members from other departments within the college. (An at large member is defined as an individual from another department within the college or related field/discipline or research). The committee must consist of 3, 5, or 7 members with number and departmental representation determined by the size of the department and the number of candidates that are being reviewed in a given cycle.
- 6.3.4 Upon constitution of a Departmental Tenure and/or Promotion Committee, only tenured faculty members may participate in the committee deliberations. All tenured faculty in the department may, if they so desire, participate in the evaluation of candidates seeking tenure and/or promotion or under third-year review. The direct supervisor shall provide each tenured faculty member access to the tenure and/or promotion portfolio for faculty review. This review, by non-committee faculty, will not be included in the final portfolio of the candidate; however, such a review may be relevant in departmental discussions/deliberations concerning a candidate.
- 6.3.5 The Departmental Tenure and/or Promotion Committee shall evaluate each candidate and make a recommendation in written form to the direct supervisor.
- 6.3.6 The direct supervisor shall forward the tenure and/or promotion portfolio of each candidate for tenure and/or promotion to the college dean by the approved deadline date regardless of the positive or negative recommendations that may be included.
- 6.3.7 No faculty member who is an applicant for tenure and/or promotion shall serve on any Departmental Tenure and Promotion Committee.

6.4 College Tenure and/or Promotion Process

- 6.4.1 The college dean shall appoint a College Tenure and/or Promotion Committee. The members of the committee shall serve for a single tenure and/or promotion cycle, but may be elected to serve in subsequent years.
- 6.4.2 A College Tenure and/or Promotion Committee shall be composed of three or five tenured faculty members.
- 6.4.3 The College Tenure and/or Promotion Committee must include a minimum of one member from the department/school of the candidate(s) that is being evaluated. If the college does not have three departments, at-large members from the college shall be selected by the dean. If there are not enough tenured faculty members in the college to constitute a committee of three or five members, the committee membership must be completed

by faculty from other colleges who meet the appropriate qualifications. Nominations for these intercollege appointments shall be made by the dean of the candidate(s) that is under review.

- 6.4.4 A direct supervisor or associate dean may not serve as a member of their College Tenure and/or Promotion Committee.
- 6.4.5 No faculty member who is an applicant for tenure and/or promotion shall serve on any College Tenure and/or Promotion Committee.
- 6.4.6 The college dean shall convene the first meeting of the College Tenure and/or Promotion Committee, supervise the selection of a chair from the membership, and carefully review the committee charge and procedures with its members. After reviewing the committee's charge, the college dean shall not participate in the deliberations of the committee unless asked to provide specific information to the committee.
- 6.4.7 The College Tenure and/or Promotion Committee shall evaluate each candidate and make a recommendation in written form to the college dean.
- 6.4.8 The college dean shall forward the tenure and/or promotion portfolio of each candidate to the Provost by the approved deadline date regardless of the positive or negative recommendations that may be included.

6.5 Administrative Tenure and/or Promotion Process

- 6.5.1 The Provost and the Vice President for Research and Sponsored Programs shall each review all tenure and/or promotion portfolios and shall render an individual recommendation on each candidate for tenure and/or promotion.
- 6.5.2 In addition to a thorough review of each candidate's academic credentials, the Provost and the Vice President for Research and Sponsored Programs shall carefully review future academic needs and the availability of financial resources as a part of the evaluation process regarding each tenure and/or promotion decision. In making the recommendation to the President, the Provost may recommend against tenure and/or promotion on the basis of future academic needs and/or availability of resources.
- 6.5.3 The Provost shall forward all recommendations to the President.
- 6.5.4 The Executive Committee members (i.e. President, Provost, etc.) will review the materials and forward only positive recommendations regarding the awarding of tenure to the Board of Regents for final review and approval.
- 6.5.5 Tenure is granted only by an affirmative vote of the Board of Regents.
- 6.5.6 Faculty promotions are approved by the Provost and the President; written notification of all faculty promotions will be forwarded to the Chancellor.

6.6 Tenure and/or Promotion Timeline

- 6.6.1 The schedule for the tenure and/or promotion review process shall conform as closely as possible to the following dates. If any of the following dates fall on a day on which the university is closed, the date will be moved to

the following business day in which the university is open. Failure to submit the tenure and/or promotion portfolio by the stated deadline disqualifies the faculty from being considered for tenure and/or promotion. The calendar can also be found in the PVAMU Tenure and/or Promotion Policy Manual, Section 6.

6.6.2 Notice of non-reappointment of tenure-track faculty:

6.6.2.1 Not later than March 1 of the first academic year of probationary service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;

6.6.2.2 Not later than December 15 of the second year of probationary service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year; at least six months in advance of its termination; and,

6.6.2.3 At least twelve months before the expiration of a probationary appointment after two or more years.

6.6.3 On or about **March 1** - The Provost shall notify all faculty regarding their need to prepare tenure and/or promotion portfolios if they want to be considered and are eligible for tenure and/or promotion.

6.6.4 On or about **May 15** - The Provost shall hold an open meeting to answer questions regarding tenure and/or promotion processes.

6.6.5 On or about **September 15** - Candidates for tenure and/or promotion shall submit their complete tenure and/or promotion portfolios to their direct supervisor on or before this deadline.

6.6.6 On or about **October 15** - The direct supervisor shall submit the summary of the departmental evaluations and their recommendations to the college dean.

6.6.7 On or about **November 15** - The college dean shall submit the recommendations of the College Tenure and Promotion Committee along with their recommendation to the Provost.

6.6.8 On or about **December 15** - The Provost and the Vice President for Research and Sponsored Programs shall forward their recommendations to the President.

6.6.9 On or about **January 10** - The President shall inform the Provost of their recommendations to the Board of Regents.

6.5.10 The Board of Regents of The Texas A&M University System usually considers tenure and/or promotion recommendations at the Board of Regents spring meeting.

6.5.11 Failure of any party to provide notice or take the actions indicated above within the prescribed time limits does not result in the granting of tenure and/or promotion by default.

7. NOTICE OF TENURE DECISIONS AND CANDIDACY WITHDRAWAL PROCESS

7.1 Notice of Tenure Decisions to Faculty

- 7.1.1 The official decision regarding the granting of tenure by the Board of Regents will be conveyed in writing to the individual faculty member as soon as possible after the board has voted to confer tenure.

7.2 Notice of Non-Reappointment

- 7.2.1 Notice of non-reappointment, or of intention not to reappoint a faculty member, should be given in writing in accordance with the standards outlined in the PVAMU Tenure and/or Promotion Policy Manual, Section 7, and System Policy [12.01 Academic Freedom, Responsibility and Tenure, Section 7](#).
- 7.2.2 Faculty members should be notified promptly. No rights are accrued by the faculty member as a result of the university failing to notify.
- 7.2.3 Any candidate for tenure and/or promotion may submit a letter of response to a negative decision if the negative decision is reached at any level in the university tenure and/or promotion process. See the PVAMU Tenure and/or Promotion Policy Manual, Sections 7 & 8, for detailed information.

7.3 Candidacy Withdrawal

- 7.3.1 A candidate for tenure and/or promotion may withdraw from consideration at any point during the process. See the PVAMU Tenure and/or Promotion Policy Manual, Section 7, for detailed information.

8. EXCEPTIONS

- 8.1 During the faculty tenure track period, the university permits a “stop-out” due to special conditions or to pursue a special opportunity. The time-out extension must be based on extraordinary circumstances, and requires written concurrence by the faculty member, department chair, college dean, and Provost as detailed in University Rule [12.01.99.P1 Granting Extension of Tenure Probationary Period](#).
- 8.2 Financial exigency may permit exceptions to tenure and/or promotion policies and procedures. The procedure to be followed in the event of financial exigency is explained in Section 10 of this UAP, in University Rule [12.01.99.P1 Granting Extension of Tenure Probationary Period](#) and in System Policy [12.01 Academic Freedom, Responsibility and Tenure](#).
 - 8.2.1 Per Section 9.3.2 of System Policy [12.01 Academic Freedom, Responsibility and Tenure](#), “there should be early, careful, and meaningful sharing of information and views with appropriate faculty representatives on the reasons indicating the need to terminate programs.” In light of this, when considering faculty dismissals under the above conditions, evidence as to why faculty dismissals may be required as opposed to alternative courses of action must be provided.

9. POLICIES GOVERNING THE LOSS OF TENURE

9.1 Loss of Tenure/Dismissal for Cause

- 9.1.1 Tenure may be relinquished for a variety of reasons; See System Policy [12.01 Academic Freedom, Responsibility and Tenure](#) for detailed information.
- 9.1.2 Tenure is given up when a faculty member: (1) retires (excluding partial retirement); (2) resigns; (3) is dismissed for cause; or (4) is off the PVAMU payroll for more than one calendar year unless on approved leave of absence. (Note: Individuals who accept full-time employment at another System academic institution, provided that such persons formally notify their department heads annually by March 1 of their desire to retain their tenured positions and their requests are approved by the appropriate administrators, may retain their tenured positions. If a request is denied, the individual must return to the tenured position formerly held or give up tenure.)

9.2 Dismissal of Tenured Faculty Members

- 9.2.1 A faculty member with tenure shall not be dismissed until he or she has received reasonable notice of the cause for dismissal.
- 9.2.2 A decision to dismiss a tenured faculty member must be based on good cause. Good cause for dismissal of a faculty member with tenure includes, but is not limited to the following:
 - 9.2.2.1 Professional incompetence;
 - 9.2.2.2 Continuing or repeated failure to perform duties or meet responsibilities to the university or to students or associates;
 - 9.2.2.3 Failure to successfully complete a post tenure review professional development program;
 - 9.2.2.4 Moral turpitude adversely affecting the performance of duties or the meeting of responsibilities to the university, or to students or associates;
 - 9.2.2.5 Violation of System Policies and Regulations, University Rules and Administrative Procedures, or laws substantially related to performance of faculty duties;
 - 9.2.2.6 Conviction of a crime substantially related to the fitness of a faculty member to engage in teaching, research, service/outreach, and/or administration;
 - 9.2.2.7 Unprofessional conduct adversely affecting to a material and substantial degree the performance of duties or the meeting of responsibilities to the university, or to students or associates;
 - 9.2.2.8 Falsification of academic credentials;
 - 9.2.2.9 Bona fide financial exigency or the phasing out of institutional programs requiring reduction of faculty;
 - 9.2.2.10 Reduction or discontinuance of institutional programs based on educational considerations and requiring the termination of faculty members; or,

9.2.2.11 Poor performance (as stipulated in the Annual Performance Review).

9.3 See System Policy [12.01 Academic Freedom, Responsibility and Tenure, Section 6](#), for additional information.

9.4 Dismissal for Cause Hearings

9.4.1 Dismissal for cause hearings is outlined in System Policy [12.01 Academic Freedom, Responsibility and Tenure, Section 8](#).

10. TENURE, FINANCIAL EXIGENCY, AND TERMINATION OR REDUCTION OF PROGRAMS

10.1 Bona fide financial exigency means a pressing need to reorder the nature and magnitude of financial obligations in such a way as to restore or preserve the financial stability of PVAMU. A bona fide financial exigency may exist without all parts of the university being affected. Financial stability means the ability of the university to provide from current income the funds necessary to meet current expenses, including current debt payments and sound reserves, without invading or depleting capital. Evidence of financial exigency may include but is not limited to declining enrollments, substantial revenue cutbacks, and substantial ongoing operating budget deficits.

10.2 If faculty members are notified that they have been selected for termination on the basis of a bona fide financial exigency or program reduction/termination, the faculty members will have ten (10) business days to request a hearing before a committee appointed by the Provost. The Provost shall appoint a committee consisting of the two most senior faculty members from each college (based on time in rank at PVAMU) and who are not subject to the termination order being considered by the hearing committee.

10.3 For additional information, see System Policy [12.01 Academic Freedom, Responsibility and Tenure, Section 9](#).

11. EXTENSIONS AND SPECIAL CIRCUMSTANCES

11.1 See University Rule [12.01.99.P1 Granting Extension of Tenure Probationary Period](#) for detailed information.

12. UNFORSEEN CONTINGENCIES

12.1 It is inevitable that circumstances beyond those enumerated and described within this UAP will arise. In the event that an issue arises that is in any way connected to faculty tenure and/or promotion and that is not clearly addressed by any portion or portions of this UAP, college and university administrators will proceed in their deliberations in good faith and a spirit of openness with the input of faculty (e.g., by soliciting the input of the Faculty Senate). Furthermore, those involved in the deliberations will decide if the issue at hand merits only an idiosyncratic review/decision or if a formal revision/amendment to the current tenure and/or promotion UAP should be initiated.

Related Statutes, Policies, Regulations and Rules

[System Policy 12.01 Academic Freedom, Responsibility, and Tenure](#)

12.02.99.P0.01 Institutional Procedures for Implementing Tenure

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[System Policy 12.02 Institutional Procedures for Implementing Tenure](#)

[System Policy 12.06 Post-Tenure Review of Faculty and Teaching Effectiveness](#)

[University Rule 12.01.99.P1 Granting Extension of Tenure Probationary Period](#)

[UAP 12.01.99.P0.01 Academic Freedom, Responsibility and Tenure](#)

Appendix

PVAMU Tenure and/or Promotion Policy Manual

[PVAMU Faculty Handbook](#)

Contact Office

Office for Academic Affairs 936-261-2175

**FACULTY DEVELOPMENT LEAVE LIST
FY 2019
TEXAS A&M INTERNATIONAL UNIVERSITY**

Name/ Title/ Department	Years of TAMIU Tenured, Tenure- Track Service	Semester of Leave	Location and Brief Description of Leave
A.R. SANCHEZ, JR. SCHOOL OF BUSINESS			
Siddharth Shankar	10	Fall 2018	Leave will be spent primarily in Laredo, Texas with six weeks spent in Miami, Florida gathering data and collaborating with colleagues at Florida International University. Dr. Shankar's goals are to publish research already completed, gain new skills in empirical methodologies and, in collaboration with his future co-author, to conduct and publish research on the performance of merged firms through syndicate loan terms by accessing data from Security Data Company. Very specifically, he seeks to explore how syndicate pricing structure is formed before merger and acquisition announcements. This will benefit the department, college, university and students through research and publication.
COLLEGE OF ARTS AND SCIENCES			
Diana Linn	15	Fall 2018	Leave will be spent in Laredo, Texas. Dr. Linn proposes to analyze data previously collected and publish up to three articles, all centered around the impact of a multicultural course on the cultural competencies of pre-service teachers using pre-and-post test scores on the Intercultural Developmental Inventory. The first article will focus on the results of students taking the course in Laredo in a traditional classroom setting. The second article will focus on the results of students taking the course as a part of a Study Abroad program to Spain. The third article will compare/contrast the results of the two groups. The data from this project will be used to benefit students in multicultural courses and in future study abroad activities.

**TEXAS A&M UNIVERSITY
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 18-02**

<u>Name</u>	<u>Present Rank</u> <u>Department</u>	<u>Yrs. Towards</u> <u>Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective</u> <u>Date/Tenure</u>	<u>Education</u>	<u>Employment</u> <u>Towards Tenure</u>
COLLEGE OF AGRICULTURE AND LIFE SCIENCES						
Dr. Reinaldo F. Cooke	Associate Professor Animal Science	0	8	Upon Approval by the Board and Faculty Arrival	Ph.D. (2008) University of Florida	Sp 2009 – Sp 2014 Assistant Professor Oregon State University Su 2014 – Su 2017 Associate Professor (Tenured 2014) Oregon State University Fa 2017 Associate Professor Texas A&M University
Dr. Patrick J. Stover	Professor Nutrition and Food Science	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1990) Medical College of Virginia	Fa 1994 – Sp 2000 Assistant Professor Cornell University Fa 2000 – Sp 2005 Associate Professor Cornell University (Tenured 2000) Fa 2005 – Sp 2018 Professor Cornell University Sp 2018 Professor Texas A&M University

COLLEGE OF ARCHITECTURE

Dr. Changbum R. Ahn	Associate Professor Construction Science	0	5	Upon Approval by the Board and Faculty Arrival	Ph.D. (2012) University of Illinois at Urbana- Champaign	Fa 2012 – Sp 2017 Assistant Professor University of Nebraska-Lincoln Fa 2017 Associate Professor Texas A&M University
Dr. Phil Lewis	Associate Professor Construction Science	0	7	Upon Approval by the Board and Faculty Arrival	Ph.D. (2009) North Carolina State University	Fa 2010 – Sp 2016 Assistant Professor Oklahoma State University Fa 2016 – Sp 2017 Associate Professor (Tenured 2016) Oklahoma State University Fa 2017 Associate Professor Texas A&M University

COLLEGE OF ARCHITECTURE (Continued)

Dr. Patrick C. Suermann	Associate Professor Construction Science	0	7	Upon Approval by the Board and Faculty Arrival	Ph.D. (2009) University of Florida	Fa 2003 – Sp 2006 Instructor United States Air Force Academy 2006 – 2012 Deployed by Air Force to Afghanistan Fa 2012 – Fa 2013 Assistant Professor United States Air Force Academy Sp 2014 – Fa 2015 Associate Professor United States Air Force Academy Fa 2015 – Su 2017 Chief HQ Air Force Installation and Mission Support Center Fa 2017 Associate Professor Texas A&M University
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COLLEGE OF ENGINEERING

Dr. Mark A. Barteau	Chemical Engineering	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1981) Stanford University	Fa 1982 – Sp 1987 Assistant Professor University of Delaware
						Fa 1987 – Sp 1990 Associate Professor (Tenured 1987) University of Delaware
						Fa 1990 – Su 2012 Professor University of Delaware
						Fa 2012 – Sp 2018 Professor (Tenured 2012) University of Michigan
Dr. Sunil S. Chirayath	Associate Professor Nuclear Engineering	8	0	Upon Approval by the Board	Ph.D. (2005) University of Madras, India	Sp 2018 Professor Texas A&M University
						Sp 2009 – Su 2015 Visiting Assistant Professor Texas A&M University
						Fa 2015 – Su 2017 Research Assistant Professor Texas A&M University
						Fa 2017 Associate Professor Texas A&M University

COLLEGE OF ENGINEERING (Continued)

Dr. Alfredo Garcia	Professor Industrial and Systems Engineering	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1997) University of Michigan	Fa 2001 – Su 2007 Assistant Professor University of Virginia Fa 2007 – Su 2013 Associate Professor (Tenured 2007) University of Virginia Fa 2013 – Su 2015 Professor University of Virginia Fa 2015 – Fa 2017 Professor (Tenured 2015) University of Florida Fa 2017 Professor Texas A&M University
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COLLEGE OF ENGINEERING (Continued)

Dr. M. Cynthia Hipwell	Professor Mechanical Engineering	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1996) University of California, Berkeley, California	<p>Fa 1996 – Sp 1999 Senior Advisory Engineer Advanced Mechanical Integration</p> <p>Sp 1999 – Fa 2001 Manager Advanced Mechanical Integration</p> <p>Fa 2001 – Fa 2002 Director Seagate Technology</p> <p>Fa 2002 – Fa 2004 Senior Director Seagate Technology</p> <p>Fa 2004 – Fa 2015 Executive Director Seagate Technology</p> <p>Fa 2015 – Fa 2017 Vice President of Engineering Buhler, Inc.</p> <p>Fa 2017 Professor Texas A&M University</p>
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COLLEGE OF LIBERAL ARTS

Dr. Robin R. Means Coleman	Professor Communication	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1996) Bowling Green State University	<p>Fa 1998 – Sp 2002 Assistant Professor New York University</p> <p>Fa 2002 – Sp 2005 Associate Professor (Tenured 2002) University of Pittsburgh</p> <p>Fa 2005 – Sp 2015 Associate Professor (Tenured 2005) University of Michigan</p> <p>Fa 2015 – Sp 2018 Professor University of Michigan</p> <p>Sp 2018 Professor Texas A&M University</p>
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COLLEGE OF MEDICINE

Dr. Thomas A. Kent	Professor College of Medicine	0	>15	Upon Approval by the Board and Faculty Arrival	M.D. (1979) University of Kansas Medical Center	<p>Fa 1986 – Su 1989 Assistant Professor The University of Texas Medical Branch</p> <p>Fa 1989 – Su 1999 Associate Professor (Tenured 1989) The University of Texas Medical Branch</p> <p>Fa 1999 – Su 2003 Professor The University of Texas Medical Branch</p> <p>Fa 2003 – Su 2017 Professor (Tenured 2003) Baylor College of Medicine</p> <p>Fa 2017 Professor Texas A&M University</p>
Dr. Jianxun J. Song	Professor Microbial Pathogenesis and Immunology	0	10	Upon Approval by the Board and Faculty Arrival	Ph.D. (1998) Third Military Medical University, China	<p>Fa 2007- Su 2013 Assistant Professor Pennsylvania State University</p> <p>Su 2013 – Fa 2017 Associate Professor (Tenured 2013) Pennsylvania State University</p> <p>Fa 2017 Professor Texas A&M University</p>

COLLEGE OF NURSING

Dr. Nancy Fahrenwald	Professor College of Nursing	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (2002) University of Nebraska Medical Center	<p>Fa 2002 – Sp 2006 Assistant Professor South Dakota State University</p> <p>Fa 2006 – Sp 2013 Associate Professor (Tenured 2007) South Dakota State University</p> <p>Fa 2013 – Sp 2018 Professor South Dakota State University</p> <p>Su 2018 Professor Texas A&M University</p>
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* Each university determines, through a review process, the number of years each faculty member will be awarded tenure based on his/her dossier.

**FACULTY DEVELOPMENT LEAVE LIST
FY 2019
TEXAS A&M UNIVERSITY**

Name/ Title/ Department	Years of Texas A&M Tenured, Tenure- Track Service	Semester of Leave	Location and Brief Description of Leave
BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE			
Jasen Castillo Associate Professor International Affairs	10	Fall 2018- Spring 2019	Dr. Castillo's leave will take place in Simi Valley, California; in Atlanta, Georgia, and locally in College Station, Texas. He will spend the leave completing his book manuscript entitled, <i>The Imperfect Nuclear Revolution and the Future of Nuclear Deterrence</i> . The book references newly available historical materials from the Cold War to support its claims. For part of the year, Dr. Castillo will complete archival research at the Carter and Reagan Presidential Libraries. For the remainder of the leave, he will finish writing locally. Finishing the book will establish Professor Castillo as a top scholar in national security studies and benefit Texas A&M through the prestige of the publication and increase the knowledge base for students attending the Bush School of Government and Public Service.
COLLEGE OF AGRICULTURE AND LIFE SCIENCES			
Joseph Awika Professor Soil and Crop Science	9	Fall 2018- Spring 2019	Dr. Awika's leave will take place at Hawassa and Bahir Dar Universities in Ethiopia, where Dr. Awika will conduct research on the functionality of non-wheat cereal (sorghum and teff) proteins in food systems. Dr. Awika will also contribute to new graduate curriculum development and undergraduate teaching at both institutions. The activities will benefit Texas A&M's crop genetic research and international collaborations and open new international student exchange opportunities.

Frederick Boadu Professor Agricultural Economics	23	Spring 2019	Dr. Boadu's leave will take place within the Department of Agricultural Economics at the University of Ghana in Accra, Ghana. He will teach an Agricultural Law course and collaborate with faculty to revise the agricultural law curriculum. This leave will enable Dr. Boadu to widen his ongoing food security research in Ghana to produce policy-relevant information and joint proposals for funding. The leave will benefit the teaching program at Texas A&M and enrich the students' experiences in the international certificate program preparing them to participate effectively in the global economy.
Sergio Capareda Professor Biological and Agricultural Engineering	5	Fall 2018	Dr. Capareda's leave will take place at the University College Dublin (UCD) School of Biosystems and Food Engineering in Dublin, Ireland, and with the Clean Energy Research Group (CERG) in Central Queensland University (CQU), Australia. While there, he will collaborate on integrated sustainable biofuels projects. Dr. Capareda will benefit from working with a diverse group of world-renowned researchers at UCD and CQU. He will initiate a long-term mutually beneficial international teaching and research collaboration and will propose to develop high-impact Study Abroad Programs.
Chanda Elbert Associate Professor Agricultural Leadership, Education, and Communications	17	Spring 2019	Dr. Elbert's leave will take place primarily in College Station, Texas and regionally throughout Texas where she will visit eight colleges of agriculture (two per region) to interview and study women of color in faculty/administrator positions. The interviews will take place at predominately white institutions and at historically black institutions to develop a leadership model. During the remainder of the time, she will research, write and develop articles for presentations and publication based upon this study. The model will benefit the students, scholars and administrators through a better understanding of the intersection of gender, identity and ethnicity in leadership.
Masami Fujiwara Associate Professor Wildlife and Fisheries Sciences	8	Fall 2018	Dr. Fujiwara's leave will take place at the Institute of Hydrobiology, Chinese Academy of Science, in Hubei Province, People's Republic of China. Dr. Fujiwara will collaborate with researchers at the institute to analyze fish abundance data to understand factors influencing fish diversity. Students at Texas A&M will benefit from the increased knowledge in conservation and management of fish stocks. Additional benefits include the creation of an international collaboration that will enhance the research and educational opportunities provided in Dr. Fujiwara's laboratory.

Leonardo Lombardini Professor Horticultural Sciences	15	Spring 2019	Dr. Lombardini's leave will take place at the Università del Caffè in Trieste, Italy, where he will enroll in the International Master's program in "Coffee Economics and Science." This opportunity will enhance Dr. Lombardini's knowledge on coffee, thus benefiting his teaching, research and administrative work as the Director of the new Center for Coffee Research and Education. Benefits for the College of Agriculture and Life Sciences and Texas A&M include better positioning for funding acquisition and establishing new linkages with the private sector and forming collaborations with coffee experts and researchers from around the world.
Suresh Pillai Professor Poultry Science	17	Fall 2018	Dr. Pillai's leave will take place at the University of California in Berkeley (UCB), California and at the University of Minnesota in Minneapolis, Minnesota. Dr. Pillai proposes to incorporate synthetic biology and microbiome modulation into his research and teaching programs. Researchers at the UCB's Synthetic Biology Institute are engineering microbial cells to benefit human and animal health. Texas A&M students will benefit from the knowledge in courses and experiential learning opportunities. Additionally, Texas A&M research will expand with the addition of synthetic biology and microbiome modulation expertise.
Juliana Rangel Posada Assistant Professor Entomology	5	Spring 2019	Dr. Posada's leave will take place at the Okinawa Institute for Science and Technology in Japan. She will work to enhance her molecular biology skills and apply them to her honeybee health research. This research will focus on the genetic basis for phenotypic differences between Africanized and European honeybees, exploring genes that differentially modulate immunity, microbial communities, and susceptibility to viruses. This leave will benefit Texas A&M by developing a long-term international collaboration that will enhance educational and research opportunities in Entomology and her laboratory.
Daniel Roelke Professor Wildlife and Fisheries Sciences	18	Fall 2018	Dr. Roelke's leave will take place at the University of Glasgow, United Kingdom, Aegean University, Greece and University of Technology, Australia. Activities will include furthering collaborative research between Dr. Roelke and Drs. Spatharis, Tsirtsis and Mitrovic on which the primary focus has been investigating roles of water inflows and nutrient loadings on aquatic ecosystem form and functioning. The research has great benefit to Texas and beyond, as our state and many areas of the world face water flow issues arising from human population growth and changing weather patterns. Dr. Roelke will incorporate his research into his graduate and undergraduate teaching.

COLLEGE OF ARCHITECTURE			
Kunhee (KC) Choi Associate Professor Construction Science	7	Fall 2018	Dr. Choi's leave will take place in College Station, Texas, completing several publications and grant proposals. During this period, Dr. Choi will explore new research methodologies with particular focus on big data analytics. He will visit several prominent researchers to co-develop a data-driven predictive model for the autonomous mobility and safety assessments of infrastructure rehabilitation. This transformative model will benefit the department and university with new grant possibilities. Students will benefit from participation in big data analytics through his research and teaching.
Bruce Dvorak Associate Professor Landscape Architecture and Urban Planning	2	Fall 2018	Dr. Dvorak's leave will take place in the Western United States, mostly in Washington state, where he will be collecting information for his book, <i>Ecoregional Green Roofs: growing green roofs in difficult climates</i> . Green (vegetated) roofs can provide habitat for native biodiversity. Dr. Dvorak will meet with researchers, students, designers and those who maintain green roofs during his leave. His work will elevate Texas A&M as a leading research institution for expertise on ecoregional green infrastructure. Additionally, this will help advance his research and develop teaching resources for an international audience.
Wei Yan Professor Architecture	12	Spring 2019	Dr. Yan's leave will take place in College Station, Texas where he will focus on writing a new book, <i>Computational Algorithms for Architectural Design Optimization</i> , addressing the significant lack of research in design algorithms, which are essential for sustainable buildings. Dr. Yan plans to develop a new graduate course, Design Optimization and Algorithms, using the book materials, which can also be adopted as a textbook for courses in computational design methods at Texas A&M. The benefits include advancing sustainable building design research, enhancing architecture education, and strengthening Texas A&M's leadership in computational design research and teaching.
Xuemei Zhu Associate Professor Architecture	9	Fall 2018	Dr. Zhu's leave will take place in Austin, Texas and in China. While in Austin, she will carry out field work on her National Institutes of Health project and collaborations with local partners to develop new research proposals. While in China, she will travel to Southeast University and other agencies to develop joint research, including a proposal to study healthy communities. These efforts will help to strengthen the department and College of Architecture's leading role in environment health research and bring new grant possibilities to the university. Students will benefit from the experience of working with Dr. Zhu on research and the new teaching materials she will gather during her leave.

COLLEGE OF DENTISTRY			
Lisa Mallonee Professor Dental Hygiene	17	Spring 2019	Ms. Mallonee's leave will take place in Dallas, Texas where she will work on completing the 13th edition of the <i>Clinical Practice of the Dental Hygienist</i> . Commonly referenced as the "dental hygiene bible." Ms. Mallonee was selected as one of three individuals for the author team that will continue the legacy of the professions' premier textbook. The book provides current evidence used globally by dental hygiene programs to establish foundational knowledge for the contemporary dental hygiene student. The widespread impact of the book will promote recognition and distinction for Texas A&M.
COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT			
Li-Jen Kuo Associate Professor Teaching, Learning, and Culture	5	Fall 2018- Spring 2019	Dr. Kuo's leave will take place in Taiwan where he will develop and examine technology-enhanced writing instruction for young learners of Chinese and Chinese-English bilinguals. Dr. Kuo will conduct this project in collaboration with Dr. Yu-Min Ku at National Central University. The benefits and impact of this project will include fostering international collaboration, creating publication opportunities for graduate students, and developing federal and international research proposals. Given that Chinese is the most widely spoken and learned non-Roman alphabet world language, the project will also increase the global visibility of Texas A&M.
Glenda Musoba Associate Professor Educational Administration & Human Resource Development	5	Spring 2019	Dr. Musoba's leave will take place at Kenyatta University in Nairobi City, Kenya where Dr. Musoba will conduct qualitative interviews and observations on the students' educational experience, including access to faculty and other high impact practices. Dr. Musoba will also guest lecture for their higher education program and consult on program development. The research will add a comparative component resulting in future international collaborations, research grants, and publications. Texas A&M will benefit through the addition of the international component for graduate students.
Myeongsun Yoon Associate Professor Educational Psychology	10	Fall 2018	Dr. Yoon's leave will take place at Boston College in Boston, Massachusetts where she will collaborate with colleagues on multiple co-authored, peer-refereed publications, and submit a grant proposal to conduct a study on examining measurement bias with educational and psychological measures. This leave will benefit the teaching programs at Texas A&M and contribute to the research and teaching mission of the college.

COLLEGE OF ENGINEERING			
Nancy Amato Professor Computer Science	22	Fall 2018- Spring 2019	Dr. Amato's leave will take place at Stanford University in Stanford, California, University of California Berkeley in Berkeley, California and the University of Washington in Seattle, Washington. At Stanford, she will work to develop improved manipulation capabilities for the OceanOne submersible humanoid diving robot. At Berkeley, she will work to design improved assistive and rehabilitative devices. At the University of Washington, she will explore new approaches to collaborative robotic manipulation. During the leave, Dr. Amato will develop a proposal for a robotics and autonomous systems initiative at Texas A&M. The visits will lead to increased visibility and improved and updated courses and curriculum at Texas A&M.
Perla Balbuena Professor Chemical Engineering	13	Fall 2018- Spring 2019	Dr. Balbuena's leave will take place at the Universite de Picardie Jules Verne in Amiens, France specifically at the Energy Hub that specializes in fundamental research and technology transfer in the field of electrochemical energy storage. Her research will focus on the modeling of materials for advanced batteries, especially on interfacial phenomena. The topic is of high technological relevance and will be of great benefit for the Department of Energy as well as Texas A&M's energy programs.
Jerald Caton Professor Mechanical Engineering	38	Fall 2018	Dr. Caton's leave will take place in College Station, Texas where he will work on several projects. First, he will assemble material for a mechanical engineering capstone course on engineering experimentation. Second, Dr. Caton will work on completing his research on the thermodynamics of internal combustion engines. Finally, he plans to develop research proposals for federal agencies on engine research and on new areas involving tanker trucks. His research and work will benefit the university by enhancing and unifying materials for undergraduate courses. Additionally, the leave will enrich Dr. Caton's research and scholarship and lead to a new book chapter which will increase Texas A&M's visibility worldwide.
Akhil Datta-Gupta Distinguished Professor Petroleum Engineering	23	Spring 2019	Dr. Datta-Gupta's leave will take place primarily in College Station, Texas with frequent trips to Battelle Memorial Institute in Columbus, Ohio, and oil industry research/business centers. Activities will include (1) development of a graduate course on petroleum data analytics based on his recently published book, <i>Applied Statistical Modeling and Data Analytics</i> (2017); (2) interacting with the industry to form an industrial research consortium on petroleum data analytics and; (3) initiating the writing of a textbook on <i>Modeling of Unconventional Reservoirs</i> . Overall, the benefits and impact to Texas A&M will be the establishment of a new research program, enhancement of graduate curriculum and leadership in an emerging technology area.

Arum Han Professor Electrical Engineering	12	Fall 2018- Spring 2019	Dr. Han's leave will take place at the Institute for Biotechnology and the Technical University of Berlin in Germany where he will conduct joint research with their Bioprocess Engineering group and the Medical Biotechnology group. This international multidisciplinary collaboration will allow him to broaden the application area of microdevices and lab-on-a-chip systems and form new research collaborations. This will benefit Texas A&M by elevating the impact of his research and generating new course content. In addition, he will learn from the strong academic-industry coalition model and will benefit Texas A&M by applying the knowledge and experiences to the engineering program.
Alfred Daniel Hill Professor Petroleum Engineering	13	Fall 2018- Spring 2019	Dr. Hill's leave will take place at Lawrence Berkeley National Laboratory in Berkeley, California; at the Petroleum University Beijing; at Southwest Petroleum University in Chengdu, China; and at Waseda University in Tokyo, Japan. During his leave, he will work with U.S. and international colleagues to develop new research programs in the areas of hydraulic fracturing and acid stimulation of wells. This will benefit Texas A&M by increasing research funding and fostering the recruitment of high quality students.
Daniel Jimenez Professor Computer Science	6	Fall 2018- Spring 2019	Dr. Jimenez's leave will take place at the Barcelona Supercomputing Center in Barcelona, Spain investigating how software can communicate performance to hardware to improve computing systems. Dr. Jimenez's research will focus on the understanding of and access to new computing systems, as well as improving his teaching on new technologies. Benefits include strengthening the department's ties with European labs and universities and will enhance Texas A&M's reputation in computing research and improving chances of successful proposals for external grants.
Yue Kuo Professor Chemical Engineering	20	Fall 2018	Dr. Kuo's leave will take place at the National Sun Yat-sen University in Taiwan and Xian Jiaotong University in China. He will use their advanced equipment and facilities to carry out collaborative research on physics and the reliability of new metal oxide-based devices and driving scheme of a novel display system. He will also visit cutting-edge semiconductor factories. The activities will enhance Texas A&M's reputation in electronic and optoelectronic fields, strengthen teaching and new course development, and establish new international education programs.

Daniel McAdams Professor Mechanical Engineering	10	Fall 2018	Dr. McAdams' leave will take place at the Swiss Federal Institute of Technology in Zurich, Switzerland. During his stay, Dr. McAdams will investigate advance methods for the design of engineered materials as well as soft origami robotics. He will also disseminate Texas A&M's research through scholarly lectures. Based on knowledge gained and relationships formed, Dr. McAdams will return to establish Texas A&M as a leader in the important and emerging areas of the design of engineered materials and soft origami robotics.
Mary McDougall Associate Professor Biomedical Engineering	11	Spring 2019	Dr. McDougall's leave will take place in Dallas, Texas where she will advance her research and scholarship in high-field magnetic resonance imaging technology. She will spend time at the Advanced Imaging Research Center in Dallas, home to the only seven Tesla clinical scanners in the state of Texas. She will build on a strong eight year collaboration to generate new technology to investigate liver metabolism which will result in a multi-institutional proposal submission. The department and university will benefit from increased visibility and recognition of the research, expansion of the multidisciplinary team, increased exposure for student researchers, and a strong proposal submission.
Erick Moreno-Centeno Associate Professor Industrial and Systems Engineering	6	Fall 2018- Spring 2019	Dr. Moreno-Centeno's leave will take place at Monterrey Institute of Technology in Monterrey, México. Dr. Moreno-Centeno will work to develop an optimization Intelligent Tutoring System (ITS), and establish an agreement with Mexico's Federal Electricity Commission (CFE) to collaborate on research to optimize the electric grid. The ITS will benefit undergraduate and master level students, and will give Texas A&M a competitive advantage in distance education. The collaboration with CFE will help strengthen Dr. Moreno-Centeno 's research program and the international reputation of Texas A&M.
Jay Porter Professor Engineering Technology and Industrial Distribution	19	Fall 2018- Spring 2019	Dr. Porter's leave will take place with National Instruments in Austin, Texas and will include trips to their international manufacturing facilities in Penang, Malaysia. He will develop new high frequency product testing techniques and experience manufacturing and testing in a global setting. The benefit will be a better understanding of industry practices, enhancement of his expertise, and new directions for his research. This work will also establish important collaborations between the Engineering Technology and Industrial Distribution department and industry and lead to collaborative applied research proposals.

Lawrence Rauchwerger Professor Computer Science	21	Fall 2018- Spring 2019	Dr. Rauchwerger's leave will take place at the Swiss Federal Institute of Technology in Zurich; the Florida Polytechnic University in Lakeland, Florida; the Supercomputing Center in Barcelona, Spain and the University of Washington in Seattle, Washington. His activities will include collaborative research on teaching techniques in Switzerland, which will positively impact Texas A&M students. Postdocs and students will be recruited from these institutions to study at Texas A&M University. Texas A&M research will be disseminated to world-class institutions enhancing its scientific reputation and make it more competitive for attracting research funding.
B. Don Russell Distinguished Professor Electrical Engineering	41	Fall 2018	Dr. Russell's leave will take place primarily in College Station, Texas with considerable travel to utility companies throughout Texas. Prior research by Dr. Russell has already resulted in the development of Distribution Fault Anticipation (DFA) technology. This transformational technology will provide electric utility operators a real-time diagnostic tool to detect incipient fault conditions, allowing operators to find and fix problems before outages occur. Texas A&M owns DFA technology, which when commercialized, will yield licensing royalties for Texas A&M. The leave will also enable interaction with utility companies to encourage DFA adoption.
Jorge Seminario Professor Chemical Engineering	13	Fall 2018	Dr. Seminario's leave will take place at the Université de Picardie Jules Verne in Amiens, France, where he will collaborate on research in electrochemical systems. He will build on recent developments in computational tools, and improved battery materials performance. The research builds the Texas A&M interest in energy and supports Texas A&M's participation in Department of Engineering (DOE) programs such as Battery 500, Battery Materials Research, and the DOE's strategic thrust in ultra-efficient commercial vehicles to minimize energy consumption. His leave will enhance his research, strengthen academic course content, and provide opportunities for students in programs such as the National Science Foundation research experience.
Jennifer Welch Professor Computer Science	25	Fall 2018	Dr. Welch's leave will take place in College Station, Texas with visits to Arizona State University in Tempe, Arizona and Stony Brook University in Stony Brook, New York. She will collaborate with colleagues and researchers to develop new algorithms for programmable matter and learn how to apply DistAlgo, a programming language for distributed algorithms. Texas A&M and students will benefit through curricular innovation, increased visibility, and potential new funding.

John Whitcomb Professor Aerospace Engineering	28	Spring 2019	Dr. Whitcomb's leave will take place at the Air Force Research Lab in Dayton, Ohio and at the Department of Defense funding agencies and National Science Foundation in Washington, D.C. to reinvigorate his research program by identifying new thrust areas in advanced materials that will exploit the computational mechanics framework he has developed. Dr. Whitcomb's leave will benefit the university by increasing funding for the department and College of Engineering, improve instruction and expand undergraduate and graduate student research teams.
Xi Zhang Professor Electrical Engineering	16	Fall 2018	Dr. Zhang's leave will take place at Princeton University in Princeton, New Jersey; at the University of Illinois at Urbana in Champaign, Illinois; and the U.S. Air Force Research Laboratory in Dayton, Ohio where he will develop efficient video and audio transmissions and storage techniques for next-generation wireless networks under constrained wireless resources to guarantee quality-of-service for wireless video and audio transmissions. These collaborations will focus on system-modeling, simulations, and testbed-experiments and co-authoring research proposals, and top-notch papers. The benefits include funding opportunities and exposure to improve student educational experiences. Expected impacts are higher visibility of the Department of Electrical and Computer Engineering, College of Engineering, and Texas A&M.
Yunlong Zhang Professor Civil Engineering	13	Fall 2018- Spring 2019	Dr. Zhang's leave will take place at Southeast University in Nanjing, China. During his leave, Dr. Zhang will conduct transportation research activities in collaboration with the faculty at Southeast University. He will also teach seminars and short courses, and develop educational and research exchange programs with Southeast University and Texas A&M's College of Engineering. Expected impacts and benefits to Texas A&M include expanded research collaborations with a top-ranked international transportation program, educational exchange programs including joint degree programs, and recruitment of graduate students to the university.
Ding Zhu Professor Petroleum Engineering	13	Spring 2019	Dr. Zhu's leave will take place at the Society of Petroleum Engineers headquarters in Richardson, Texas as a Distinguished Lecturer, with a visit to Waseda University in Japan. At Waseda University, Dr. Zhu will work with Dr. Kenji Furui on a book they co-authored and to develop undergraduate/graduate/industrial engineering courses. Dr. Zhu's Distinguished Lecturer tour increases the exposure of her research at Texas A&M worldwide, and her visit and collaboration with Dr. Furui will contribute to both her teaching and research.

COLLEGE OF GEOSCIENCES			
Frederick Chester Professor Geology and Geophysics	20	Fall 2018	Dr. Chester's leave will take place in Los Angeles, California. His primary activity will be to produce a compendium of reports and associated field guides by synthesizing past and new studies of exhumed earthquake faults of the San Andreas system. His secondary activity will be to design a substantial improvement to a novel materials-testing instrument recently installed in the John W. Handin Laboratory at Texas A&M for the study of earthquake rupture. Both activities will directly enhance high-impact teaching at the undergraduate and graduate level, lead to new directions of productive research, and advance scientific capability to understand and model earthquake-related phenomena.
Judith Chester Professor Geology and Geophysics	16	Fall 2018	Dr. Chester's leave will take place in Los Angeles, California. Her primary activity will be to produce a compendium of reports and associated field guides by synthesizing past and new studies of exhumed earthquake faults of the San Andreas system. Her secondary activity will be to extend field and laboratory characterizations of exhumed faults to include near-surface fault exposures and deeper exhumed fault zone products. Both activities will directly enhance high-impact teaching at the undergraduate and graduate level, lead to new directions of productive research, and advance scientific capability to understand and model earthquake-related phenomena.
Ryan Ewing Associate Professor Geology and Geophysics	4	Fall 2018	Dr. Ewing's leave will take place at Rice University in Houston, Texas where he will conduct research on sand transport in rivers and deserts. Dr. Ewing will develop a collaborative grant proposal to model sand dune sediment flux, and contribute to seminars and field trips. He will expand his current research to include river systems, thereby enabling him to advise his and other graduate research groups, and to teach in-depth about the river systems. The benefit to Texas A&M is increased research visibility and developing new collaborations with top universities in Texas.
Kathleen O'Reilly Associate Professor Geography	11	Fall 2018- Spring 2019	Dr. O'Reilly's leave will take place at the University of East Anglia (UEA) in Norwich, UK. She will produce a book manuscript on sanitation issues in developing countries. She plans to seek funding for environmental security research with an international team from the Department of Defense. Her leave will contribute to Texas A&M by incorporating additional research and experiences abroad into undergraduate and graduate courses on social and environmental problems, and by strengthening relations with UEA.

COLLEGE OF LIBERAL ARTS			
Daniel Conway Professor Philosophy	10	Spring 2019	Dr. Conway's leave will take place at the University of Southern California Shoah Foundation in Los Angeles, California where he will conduct original research on first-person survivor testimonies collected in the Visual History Archive. His research will study the practical application of science fiction films to the field of genocide studies. Benefits of the research will include the publication of a major book in his field, the development of new course materials, and expanded outreach via the Philosophy for Children Initiative. Expected impacts include national and international acclaim for Texas A&M.
William Coombs Professor Communication	3	Fall 2018	Dr. Coombs' leave will take place in Denmark at various hospitals, where he will be working on research projects that examine the reasons and consequences of patient activism through social media. The project helps both hospitals and patients make this activism productive. Benefits include 1) three manuscripts related to digital patient activism; and 2) submission of a grant for continued study. The leave advances Dr. Coombs' work in crisis communication and opens it to external funding. The research will benefit student learning and enhance recruitment of doctoral students from Denmark.
Jonathan Coopersmith Professor History	29	Fall 2018- Spring 2019	Dr. Coopersmith's leave will take place at the Centre for the History of Science, Technology and Medicine at King's College in London and at the British National Archives on a book project on <i>Creative Construction: The Importance of Fraud and Froth in Emerging Technologies</i> . The results will be two academic articles and a book. These publications will raise Texas A&M's visibility as an American center of research on national and international innovation. This research will improve Dr. Coopersmith's undergraduate and graduate teaching on the history of technology and enable new courses for the College of Liberal Arts' innovation and entrepreneurship initiative.
Amy Earhart Associate Professor English	10	Fall 2018	Dr. Earhart's leave will take place in College Station, Texas where she will be advancing a book manuscript, <i>Can a Computer Be Racist?: Digital Humanities and the Exploration of Race</i> . Dr. Earhart will construct the technological infrastructure of the monograph, a sample chapter, and a book proposal. Benefits include advancing the study of race and digital literary studies and developing a new model of the academic monograph. Expected impacts include the strengthening of Texas A&M's international reputation in digital humanities.

John Edens Professor Psychology	11	Fall 2018	Dr. Edens' leave will take place in College Station, Texas where he will conduct research studies focused on how evidence of mental disorder influences decision-making in criminal trials. The leave will benefit graduate students co-authoring publications from this research and benefit students in Dr. Edens' courses, where the findings will advance the understanding of the effects of mental disorder on case outcomes. The proposed research also will bolster the reputation of Texas A&M as a national hub of psychology/law scholarship and support subsequent applications for research funding from the National Science Foundation.
Robert Garcia Associate Professor Philosophy	8	Fall 2018	Dr. Garcia's leave will take place in College Station, Texas where he will begin writing a book manuscript, <i>Irreplaceable Creatures: C.S. Lewis on the Uniqueness of Persons</i> , which offers a fresh exploration and defense of the idea that persons are unique and irreplaceable. The project centers on the metaphysics of objects and properties. The resulting book will enhance the national and international reputation of Texas A&M's research profile in ethics, metaphysics, and philosophy of religion. The research will also be used to develop new undergraduate philosophy courses.
Kelly Graf Associate Professor Anthropology	7	Fall 2018	Dr. Graf's leave will take place in College Station, Texas and at the University of Alaska Museum of the North in Fairbanks, Alaska where she will complete a high-profile book reporting her team's archaeological excavations at Owl Ridge, a Bering Land Bridge site settled by the American continents' first people. Her leave activities will give authorship experience to several Texas A&M students. Additionally, the book will be one of the first published about this subject and region, highlighting Texas A&M as leaders in peopling of the American research.
Hyeran Jo Associate Professor Political Science	9	Fall 2018- Spring 2019	Dr. Jo's leave will take place at Free University in Berlin, Germany where she will pursue a new research project on the role of international humanitarian organizations in conflict zones. She will interview humanitarian organizations, give talks at numerous places in Europe, write journal articles, a book draft, and external grant proposals. Her leave will benefit Texas A&M by increasing the visibility of its faculty's research activities, by contributing to the college's internationalization efforts, and by expanding the range of curricula for her undergraduate and graduate teaching.

Craig Kallendorf Professor English	35	Fall 2018	Dr. Kallendorf's leave will take place in College Station, Texas. Dr. Kallendorf plans to complete a book on the Renaissance commentaries to the Roman poet Virgil, edit a two-volume reference work that includes this material and prepare two articles drawn from the reference work. The project supports the college's emphasis on internationalization, and the resulting publications will enhance the reputation of the university and benefit his graduate and undergraduate courses.
Alain Lawo-Sukam Associate Professor Hispanic Studies	9	Spring 2019	Dr. Lawo-Sukam's leave will take place in College Station, Texas where he will complete the last chapters of his manuscript. This book-length manuscript represents the first comprehensive and critical study of Guinea Equatorial poetry and will be instrumental in defining a national literature that is emerging as a new frontier for research in Hispanophone African studies. In addition to increasing students' immersion in multiculturalism and advancing their cultural awareness, Texas A&M will be further established as an institution dedicated to diversity and new understanding of culture.
Peter Lieuwen Professor Performance Studies	29	Fall 2018	Dr. Lieuwen's leave will take place in College Station, Texas composing a new symphonic work for guitarist Isaac Bustos that will be performed with the renowned Camerata Bach Orchestra in Managua, Nicaragua. While the composer will benefit from an international collaborative performance with professional musicians, Dr. Lieuwen's students will benefit from the practical and theoretical experience gained through this creative activity. Expected benefits and impacts for Texas A&M include increased international visibility in the performing arts resulting from the creation, multiple performances and publications, and recording of a new work that will significantly enhance the concerto repertoire of the early twenty-first century.
Brian Linn Professor History	28	Fall 2018- Spring 2019	Dr. Linn's leave will take place at the National Archives in Washington, D.C., where he will conduct multi-archival research and complete a book manuscript entitled <i>Real Soldiering: The US Army in the Aftermath of War</i> . Intended for academic, military, and public audiences, the book is a narrative history that focuses on the transition from wartime to peacetime and from postwar recovery to prewar preparation. In addition to publishing a book, this project will increase his ability to direct student research, improve his teaching, and enhance both his and the university's reputation within the nation's armed forces and the academic and defense policy communities.

Nandra Perry Associate Professor English	10	Spring 2019	Dr. Perry's leave will take place in College Station, Texas and at the Huntington Library in San Marino, California where she will be piloting an open-access website that will enable researchers, students, and the general public to see how English readers interpreted their Bibles in the early print era. She will transcribe the notes early readers made in a large collection of devotional books. The resulting interactive database will open up new questions about the role of the Reformation in shaping modern-day habits of reading in English. This tool is expected to have broad application in classrooms, research and the public humanities.
Brian Rouleau Associate Professor History	7	Fall 2018- Spring 2019	Dr. Rouleau's leave will take place in College Station, Texas where he will be writing a book for Yale University Press. His manuscript investigates historical linkages between youth culture and American foreign policy, and is based on three years of research previously conducted in archives throughout the United States and Britain. Benefits include the publication of a single-authored monograph, the elevation of Texas A&M's profile within several prominent subfields of U.S. history, and increased student engagement with cutting-edge research methods and topics at both the graduate and undergraduate levels.
Brandon Schmeichel Professor Psychology	12	Spring 2019	Dr. Schmeichel's leave will take place in College Station, Texas where he will complete the National Science Foundation grant on Unity and Diversity in Self-Regulation and Executive Functioning, and to analyze the data. In addition, he will develop a new course on the psychology of emotion. This course would be a novel offering for undergraduate students and would complement existing courses for undergraduates in psychology.
Manuel Teodoro Associate Professor Political Science	4	Fall 2018	Dr. Teodoro's leave will take place in College Station, Texas where he will be developing "The Profits of Distrust," a project that uses original spatial data to analyze the proliferation of private drinking water kiosks as a political phenomenon. These automated, unregulated vending machines sell drinking water at several times the cost of municipal water. The project will carry important policy implications for drinking water provision in American communities, contribute to Texas A&M's leadership on water research, and will be used in undergraduate courses.

David Wilborn Associate Professor Performance Studies	17	Spring 2019	Dr. Wilborn's leave will take place in College Station, Texas where he will create an original musical manuscript featuring music for solo bass trombone accompanied by chamber orchestra. The work will be premiered by David Wilborn as soloist accompanied by the Orlando Contemporary Chamber Orchestra at the Wayne Densch Performing Arts Center. Completion of the manuscript will be nationally advertised, thus highlighting creative scholarly activity within the Department of Performance Studies at Texas A&M. The manuscript will serve as a resource for studying contemporary trends in musical ensemble writing, especially for students who study music composition.
COLLEGE OF SCIENCE			
Melanie Becker Professor Physics and Astronomy	12	Spring 2019	Dr. Becker's leave will take place at the Institute for Advanced Study (IAS) in Princeton, New Jersey to perform research in string theory and fundamental physics. The leave will include collaborative research and publications with members of the IAS and the research group at Texas A&M. This visit will foster stronger ties within the theoretical physics research community which benefits Texas A&M by increasing visibility.
Katrin Becker Professor Physics and Astronomy	12	Fall 2018- Spring 2019	Dr. Becker's leave will take place at the Institute for Advanced Study (IAS) in Princeton, New Jersey to perform research in string theory and fundamental physics. The leave will include collaborative research and publications with members of the IAS and the research group at Texas A&M. This visit will foster stronger ties within the theoretical physics research community which benefits Texas A&M by increasing visibility.
Gregory Berkolaiko Professor Mathematics	13	Spring 2019	Dr. Berkolaiko's leave will take place at the University of Grenoble in France and the Technion Israel Institute of Technology in Israel, where he will study the properties of eigenvalues and eigenfunction on quantum graphs, separately and in conjunction. The leave will enhance the international reputation of both Dr. Berkolaiko and Texas A&M, as well as benefit graduate students who will be able to help develop new results.
Simon Foucart Associate Professor Mathematics	3	Spring 2019	Dr. Foucart's leave will take place at the Isaac Newton Institute in Cambridge, England. He will be a core participant of the program "Approximation, sampling and compression in data science." The program will enable Dr. Foucart to strengthen his expertise in Data Science, an area of strategic development at Texas A&M. In the process, Dr. Foucart will assemble material for a new graduate course on "Mathematical Data Science." The benefit of the leave will contribute to enhancing Texas A&M's international visibility and raising its profile.

John Gladysz Distinguished Professor Chemistry	10	Fall 2018	Dr. Gladysz's leave will take place in Aachen, Germany where he will gain additional knowledge in the field of catalysis that is represented in the research groups of five senior professors at the University of Aachen. Efforts will be made to raise funds from German granting agencies to enable Texas A&M students to simultaneously partake in 2-4 week training sessions in these groups. These endeavors will allow new topics to be introduced into the graduate and undergraduate curricula, such as "green chemistry," which focuses on reducing environmental impact during manufacturing, and additionally will aid future grant writing efforts.
Peter Kuchment Distinguished Professor Mathematics	16	Fall 2018	Dr. Kuchment's leave will take place at the Munich Technical University in Germany, and in College Station, Texas. He will conduct research on novel neutron detectors for homeland security and Department of Defense grant submission; research on Compton camera imaging for medical and homeland security applications; and finish a major monograph on techniques arising in solid state physics and novel material science. The benefit is increased research in Mathematics, lectures delivered internationally, and major publications will bring significant advances to several research areas of national importance.
Saskia Mioduszewski Professor Physics and Astronomy	12	Fall 2018	Dr. Mioduszewski's leave will take place in College Station, Texas fostering collaboration with leading scientists at Lawrence Berkeley Laboratory and Brookhaven National Laboratory. The objective is to invigorate and enhance the ongoing research focusing on the Quark-Gluon Plasma, a state of matter that is created in high-energy collisions of atomic nuclei. The collaborations will benefit the graduate students, who will be able to finalize data analysis for their Ph.D. theses, through the exchange of ideas and analysis techniques. A renewal proposal for a competitive Department of Energy grant will be written.
Alexei Poltoratski Professor Mathematics	19	Spring 2019	Dr. Poltoratski's leave will take place at the California Institute of Technology in Pasadena, California and the University of Helsinki in Finland collaborating to finish a joint book. At the University of Helsinki, he plans to start a new joint project which will focus on the applications of harmonic analysis and probability theory. The benefits are potential funding, future employment opportunities for graduate students and recruitment of postdocs to Texas A&M.

Alexei Sokolov Professor Physics and Astronomy	16	Spring 2019	Dr. Sokolov's leave will take place in College Station and Waco, Texas, and in Wuhan, China. Dr. Sokolov will work on the mobile (trailer-based) laser spectroscopy project, intending to develop an arsenal of techniques for remote spectroscopic detection and sensing in the field. In addition, Dr. Sokolov will work on collaborative projects at the Baylor Research and Innovation Collaborative in Waco, using his time there to accelerate the progress toward a fully-functional ultrafast laser laboratory. He will also visit Wuhan, China, as part of a collaborative program aiming at mutually-beneficial research exchange and student recruitment. Dr. Sokolov's leave will benefit the university by providing a boost to Texas A&M's research programs and lead to scientific advances of broad impact.
Suhasini Subbarao Professor Statistics	7	Spring 2019	Dr. Subbarao's leave will take place at the London School of Economics in London, UK building realistic models and methods for nonstationary time series. This will encourage a cross-fertilization of ideas that will enhance the research and bring visibility to Texas A&M. The research will be incorporated into new undergraduate programs, and used as the basis of proposals.
Winfried Teizer Professor Physics and Astronomy	16	Fall 2018- Spring 2019	Dr. Teizer's leave will take place at the Karlsruhe Institute of Technology University of Kaiserslautern in Germany and Tohoku University in Japan. He will work with local colleagues/collaborators to apply biomedical materials techniques to in-vivo experiments relevant to neurodegenerative diseases like Alzheimer's and Parkinson's. Texas A&M benefits through the enhanced international cooperation, vigorous research/publication with concomitant visibility enhancement, and potential developments with significant commercial and societal impact. Additionally, students will benefit from the ensuing research and international experience.
Lifan Wang Professor Physics and Astronomy	11	Fall 2018	Dr. Wang's leave will take place at the European Southern Observatory (ESO) Headquarters at Garching bei München in Germany where he will be working with his current collaborators to continue his polarimetry program, and will also be extending his research field to include infrared astronomy with ESO facilities and radial velocity measurement of exoplanets. This benefits students, the department, college and university by enriching the content of original exoplanet research at Texas A&M.

COLLEGE OF VETERINARY MEDICINE AND BIOMEDICAL SCIENCES			
Jing Cai Associate Professor Integrative Biosciences	7	Fall 2018	Dr. Cai's leave will take place at the Center for Genomic Medicine in Boston, Massachusetts and Kyoto University Graduate School of Medicine in Japan, where she will focus on developing novel computational tools and statistical tests for analyzing DNA and RNA sequence data to reveal the genetic basis of complex diseases. A primary benefit will be to bring discoveries and new knowledge through collaborations back to the genetic research community at Texas A&M. Impacts will also include a research partnership between Texas A&M and Kyoto University as well as new educational materials and learning opportunities for students.
Michael Polymenis Professor Biochemistry and Biophysics	18	Fall 2018	Dr. Polymenis' leave will take place at the Centre for Research and Technology Institute in Greece. Dr. Polymenis' research generates genomic datasets that require extensive computational follow-up. Dr. Polymenis will develop his computational skills, to complement his expertise in biochemistry. "Big-data analytics" is reshaping science and is now a stated goal of student training, and the focus of initiatives such as the Texas A&M Interdisciplinary Research in Big Data. Dr. Polymenis' leave will benefit the teaching mission of the department and the strategic vision of the university.
Juan Romano Associate Professor Large Animal Clinical Sciences	9	Fall 2018- Spring 2019	Dr. Romano's leave will take place in Bologna, Italy at the College of Veterinary Medicine where he will pursue research on a new aseptic semen collection technique for microbiological culture and determination of antibiotic levels in the male genital tract in bulls. The research conducted by Dr. Romano will permit the advancement of knowledge in the area of male reproduction and will also have significant global influence in the practice of veterinary medicine. The impact of this investigation will be worldwide recognition for Texas A&M.
Guan Zhu Professor Veterinary Pathobiology	17	Fall 2018	Dr. Zhu's leave will take place at the Institute of Zoonosis, Jilin University (JLU), Changchun in China, which is internationally recognized in food-borne zoonotic diseases and host of a World Organization for Animal Health Collaborating Center. JLU has secured a grant (~\$151,000 USD) to host Dr. Zhu's collaborative research in molecular parasitology to gain a deeper understanding of interactions between host and zoonotic <i>Cryptosporidium</i> parasites. Benefits and impact for Texas A&M include strengthening this international research partnership, developing new molecular tools to mitigate these pathogens thereby enhancing training of next-generation scientists and providing a competitive edge to attract funding from national and international agencies.

MAYS BUSINESS SCHOOL			
Murray Barrick Distinguished Professor Management	11	Fall 2018	Dr. Barrick's leave will take place at the University of Cambridge in England, the University of Massachusetts in Boston, Massachusetts and the University of Iowa in Iowa City, Iowa. Dr. Barrick will work on three different research projects with faculty from each of these universities, as well as attend seminars and colloquia and interact with colleagues and Ph.D. students to expand his network and refine scholarship ideas. Overall, this leave will enhance Texas A&M's research reputation and promote student learning at the undergraduate, masters, and Ph.D. level.
TEXAS A&M UNIVERSITY AT GALVESTON			
Samuel Brody Professor Marine Sciences	15	Fall 2018	Dr. Brody's leave will take place in the Netherlands where he will advance his work on flood risk reduction. Specific activities will include: 1) working with Dutch university colleagues and governments to better understand how to reduce flood impacts in Texas; 2) establishing research experiences for Texas A&M students in the Netherlands; and 3) developing a proposal for an international center between the Netherlands and the U.S. These activities will benefit the university by helping to secure external funding for a research center and the state by importing cutting-edge flood mitigation techniques to the Texas coast where they can save lives and property.
Anja Schulze Associate Professor Marine Biology	11	Fall 2018	Dr. Schulze's leave will take place at the Museum and Art Gallery of the Northern Territory in Darwin City, Australia and at the Australian Museum Research Institute in Sydney, Australia. The research will expand a project funded by the National Geographic Society on the biodiversity and cultural significance of an annual mass spawning/swarming event of marine worms in Timor-Leste (East Timor). The leave activities fall under "Marine-focused One Health Research," as outlined in Texas A&M University at Galveston's Strategic Plan and promote research and educational programs internationally and enhance undergraduate and graduate education and training.

UNIVERSITY LIBRARIES			
Stephen Bales Associate Professor Libraries	9	Fall 2018	Dr. Bales' leave will take place in College Station, Texas where he will work on the book <i>Serapis: The Sacred Library and its Declericalization</i> . This critical/cultural study will analyze the academic library as an ideological institution influenced by religious symbolism. During the leave period, Dr. Bales will prepare two chapters of the manuscript, submit a proposal to a disciplinary conference for presentation on the topic, and draft a publication proposal to submit to an academic book publisher. Dr. Bales' leave will benefit instructors teaching courses related to his research, as well as the overall visibility of his research and Texas A&M on a national and international level.



Update to March 2010

**Texas A&M University
Strategic Plan for Research
December 2017**

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I. VISION STATEMENT

The institution's plan should address, at a minimum, the following elements:

- A. **A description of the targeted status of the institution. What kind of university will the institution be if it achieves its goals and objectives?**

Texas A&M University pursues teaching, research, and service at the exceptionally high levels expected of America's great universities and has achieved international recognition as a leading research and teaching institution. The university has strong history in engineering and agriculture and is a leading member of the Association of Public and Land-grant Universities (APLU)—an organization that ensures strong levels of federal research investment so that public universities can continue to carry out cutting-edge research and develop innovative new technologies that help power the US economy forward, improve health, strengthen national security, and enhance our overall quality of life. In addition, Texas A&M University is one of only sixty-two invited members of the Association of American Universities (AAU)—an association of leading public and private research universities in the US and Canada. The realization of the University's goals articulated in this document will result in Texas A&M being viewed as a consensus top-ten public university. In doing so, Texas A&M will encourage and support exceptional achievements by faculty and students, expand the frontiers of knowledge, and serve the common good as a stellar example of an AAU and APLU member.

Creating a Culture of Excellence at Texas A&M

The University's pursuit of preeminence is guided by a well-conceived, over-arching plan entitled *Vision 2020: Creating a Culture of Excellence*.¹ This plan, prepared in 1999 by a year-long, campus-wide discussion involving more than 250 stakeholders on-and off-campus, identified benchmarks for achieving national and international prominence. Beginning with Texas A&M's heritage as the state's oldest institution of higher education and as a designated land, sea, and space-grant institution, *Vision 2020* identifies imperatives in twelve specific areas where achievement would best serve the University, the state of Texas, and the nation – with the goal of creating a true culture of excellence.

As Texas A&M approaches the end of the twenty-year

timeframe prescribed by *Vision 2020*, it embarked on efforts that focused institutional attention and resources to advance the twelve imperatives highlighted in that document. This roadmap described efforts for research, teaching and learning, and engagement and service. Each of these roadmaps provides essential elements for the University's response to the Coordinating Board's request for a Strategic Plan for Research.

- B. **Is the plan for the future a natural expansion of the institution's existing mission, or does it reflect a substantial change in direction?**

This Strategic Plan for Research is fully consistent with Texas A&M's national standing and existing mission statement and allows for natural expansion.

Texas A&M is dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate, graduate, and professional programs is inseparable from its mission of developing new understandings through research and creativity. Students are prepared to assume roles of leadership, responsibility, and service to society. Texas A&M assumes as its historic trust the maintenance of freedom, inquiry, and an intellectual environment nurturing the human mind and spirit. It welcomes and seeks to serve people of all racial, ethnic, and geographic groups—women and men alike—as it addresses the needs of an increasingly diverse population and global economy. In the twenty-first century, Texas A&M seeks to assume a place of preeminence among public universities while respecting its history and traditions.

II. PLAN TO INCREASE RESEARCH FUNDING AND PRODUCTIVITY

The institution's plan to enhance research activities should address, at a minimum, the following elements:

- A. *External funding.* **Identify the institution's targets and how progress will be monitored. Include comparisons with national peers.**

The National Science Foundation (NSF) ranks Texas A&M among the top-twenty research universities in the country in terms of total research and development expenditures for fiscal year 2016, the latest year reported by NSF.² Recently reported fiscal year 2016 total research expenditures exceed \$892.7 million. Because

¹ <http://vision2020.tamu.edu/>

² <https://ncesdata.nsf.gov/profiles/site>

Texas A&M is at the forefront in making significant basic, fundamental, and applied research contributions, it is realistic to expect research expenditures by 2020 to top the \$1 billion mark. To reach this goal, Texas A&M must fully engage the entire research community, with Agriculture and Engineering serving as the major pillars, in a manner that is wholly consistent with the University's mission as a land-grant institution as well as with its role within the state of Texas.

The growth of external funding at Texas A&M will also be substantially focused in the federal arena. Opportunities exist to grow this component of the University's funding, especially in the areas of the basic sciences in general, life sciences more specifically, and particularly in the biomedical sciences. Significant opportunities for growth exist in funding from the National Institutes of Health with the development of new facilities (e.g., Interdisciplinary Life Sciences Building, Texas A&M Institute for Genomic Medicine, Texas A&M Institute for Preclinical Studies, National Center for Therapeutics Manufacturing), and the Global Health Research Center; the maturation of science and engineering programs of faculty hired as a part of the faculty reinvestment program; the continuing investment in critical cutting-edge equipment and state-of-the-art core facilities; and the increase in partnerships with the reintegration of the Texas A&M Health Science Center, to name just a few. In addition, an emphasis will be placed on obtaining large federal grants for centers, institutes, and other large activities in parallel to increase the strength and competitiveness of our graduate programs. The recently created Research Development Fund (RDF) will be utilized for strategic investments and catalyze new ventures that support the total faculty research enterprise. These investments are likely to be in the areas of core research facilities and equipment and their initial operation; strategic investments in the creation of new core facilities and significant renovations of existing facilities; and investment in faculty development and support for competing for exceptionally large projects. The Chancellor's Research Initiative (CRI) was created to stimulate and encourage innovation across multiple disciplines. The CRI was established to identify and recruit "game changing" faculty. The Governor's University Research Initiative grant program (GURI) was enacted in 2015 by the 84th Legislature with a goal to bring the best and brightest researchers in the world to Texas. The anticipation is that these talented candidates will also attract additional research dollars for their work and the University. The University's president, provost and deans have all contributed to greater growth through key faculty additions in signature areas, especially energy and health.

Increasing external funding for Texas A&M will, of course, result from several internal and external factors. Among the internal factors will be the continued success of faculty and staff in seeking external funding and the provision of University support for the research, scholarly,

and creative enterprise. The RDF, through the partnering of Texas A&M, the Texas A&M Engineering Experiment Station (TEES), and Brazos County-based projects for Texas A&M AgriLife Research, has changed the distribution of collected facilities-and-administration costs from funded projects for Texas A&M to better support research. External factors include the levels of external funding provided by leading federal and state agencies. At a minimum, the research and development expenditures should track the growth of faculty at Texas A&M; the investment of research funds in such areas as faculty start-up, seed funding, and research infrastructure; and the overall growth of research and development funding at the federal and state levels.

B. *Research priorities. Define and describe the institution's targeted research priorities. Describe where and how the institution will focus its efforts.*

Texas A&M presents a full array of high-profile research programs that characterize a Tier One research university. These research programs cut across a variety of disciplinary and interdisciplinary fields and represent the efforts of award-winning faculty and students. Consistent with the research goals outlined in Section I. A. of this plan, the University's targeted research priorities fall into three general areas: research priorities by colleges wherein faculty reside and in which many research centers, institutes, and other research entities are overseen; research priorities involving multidisciplinary research areas that build on distinguished faculty in several colleges who pursue common research agendas; and research priorities that assure the comprehensive excellence of high-impact research, scholarship, and creative work at Texas A&M.

College Research Priorities

Primary responsibility for hiring, mentoring, and retaining outstanding faculty, the core of any Tier One research university, rests with the academic colleges. Colleges at Texas A&M have a history of promoting research excellence with programs that are appropriate to their respective disciplines. The results of college-led research initiatives include highly ranked departments and academic programs, leading-edge scholarship, outstanding graduates, and commercialization of applied research technologies.

Comprehensive Research Excellence

Consistent with goals outlined in *Vision 2020* and strong sentiments among the faculty, the Research Roadmap Committee also made several recommendations that would build excellence across the many disciplines and interdisciplinary areas across the campus.

Program to Enhance Scholarly and Creative Activities (PESCA). PESCA supports significant research projects, scholarly publications, and artistic works that have the potential to lead to the awarding of external funding by agencies and endowments, such as the National Endowment for the Humanities, the National Endowment for the Arts, and other major federal agencies, national endowments, institutes, foundations, and councils.

Arts & Humanities Fellows Program. The *Arts & Humanities* Fellows Program was created to stimulate interactions among scholarly and artistic faculty at Texas A&M as well as nationally and internationally. Selection as an *Arts & Humanities* Fellow recognizes extraordinary scholarship and creativity, and provides faculty a supportive environment through which to advance their scholarship and creative work and to reward scholarly and artistic merit in their chosen discipline.

The *Hagler Institute for Advanced Study (Hagler Institute)*, was originally established in 2010 as the Texas A&M Institute for Advanced Study and provides a catalyst to enrich the intellectual climate and educational experiences at Texas A&M. It is a mechanism for attracting world-class talent to the University and is driven by nominations of National Academy- and Nobel Prize-caliber researchers that align with existing strengths and ambitions of the University. Each year, the Hagler Institute invites a number of nationally and internationally prominent Faculty Fellows to pursue advanced study at the Institute in collaboration with faculty and student scholars at Texas A&M. The goal is to provide a stellar environment for research and scholarship with the Faculty Fellows having freedom to pursue their own research interests, as well as collaborate in disciplinary and multidisciplinary research. Each Faculty Fellow affiliates with one or more of the colleges or Galveston Campus at Texas A&M. Additional resources provide Texas A&M fellowships for graduate students, as well as fund visiting graduate students and post-doctoral researchers affiliated with the Faculty Fellows.

Investing in Research Infrastructure. Supporting high-impact research requires strategic investments in people and facilities. Providing high-quality research facilities (including faculty offices, research laboratories, and spaces for teaching and collaboration) is absolutely critical to attracting and retaining distinguished faculty and exceptional students. The University has pursued an aggressive plan for building such facilities. A list of completed and current projects would include the National Center for Therapeutic Manufacturing, the Emerging Technologies Building, the Materials Characterization Facility, the Engineering Research Building, the Liberal Arts & Humanities Building, the Texas Health Sciences Center campus in Bryan, the Texas A&M Veterinary Medical Diagnostic Laboratory, the Agriculture and Life Science Complex, the Schubot

Exotic Bird Health Center, the Multi-Species Research Building, the renovations of the Jack K. Williams Administration Building, the Zachry Engineering Center, Scoates Hall, Francis Hall, and the Animal Industries Building, the \$120 million expansion of the College of Veterinary Medicine & Biomedical Sciences, and the \$85 million Global Health Research Center currently under construction (completion Spring 2019). The University is mindful of the need for additional research facilities to support nationally prominent researchers and their programs, and there are ongoing assessments regarding how to meet this need.

Infrastructure also includes organizational support for high-impact research. This includes competitive salaries and benefits to attract and retain faculty and staff, attractive recruiting packages for outstanding undergraduate and graduate students, and administrative structures maximizing incentives for externally funded research. The University and The Texas A&M University System are engaged in assessments in these areas, determining how resources might be marshaled to support a Tier One research university and meet the needs of an exceptionally productive faculty.

In addition, the Research Development Fund will provide investment support in core facilities and equipment, faculty development, and large-project competitiveness.

C. *Allocation of resources. Estimate the budget necessary to achieve the targeted goals and describe how the institution will utilize funds, staff resources, facilities, and other assets to maximize its efforts.*

To achieve the goals outlined in the previous section of this Strategic Plan for Research the most important research investments for the University are the hiring, supporting, and retaining of distinguished faculty; attracting, mentoring, and graduating the very best graduate students; and providing world-class research facilities and research support services.

Distinguished Faculty

Hiring, supporting, and retaining distinguished faculty at all ranks is the hallmark of a Tier One research university. In its most recent faculty hiring initiative, usually termed the Faculty Reinvestment Program, Texas A&M sought to hire new faculty members for more than 450 newly authorized positions. These new hires have been completed, along with more than 400 replacement hires during the same period. For each of these hires, departments and colleges recruited highly competitive candidates, offered market salaries and highly attractive start-up packages, and committed to supporting the professional growth of these faculty throughout their careers at Texas A&M. Retaining these newly recruited

faculty, as well as the faculty who were already at Texas A&M, has drawn increasing attention from departments, colleges, and the University. Thus, programs have been initiated to assure faculty members' professional success and merit increases to keep salaries competitive have been implemented to the greatest extent possible. While the salaries of newly recruited faculty were set at peer levels and have generally kept pace with national norms, salaries for faculty at the associate professor and full professor ranks continue to lag behind national averages. The University will continue its efforts to assure these high-achieving faculty receive appropriate levels of compensation.

Since 2013, the Chancellor's Research Initiative (CRI) has provided one-time funds to Texas A&M and Prairie View A&M University for the recruitment and hiring of faculty members who will have a transformational impact upon the academic and research missions of the schools. It is envisioned that such candidates will markedly enhance research funding awarded to the Universities from federal, international, industrial, or foundation sources. The CRI and GURI (Governor's University Research Initiative) programs build on the ongoing and successful efforts of the University's president, provost, deans, and the vice president for research to recruit faculty-scholars, especially in the key areas of energy and health, who reflect Texas A&M's desire to rise to the top among US research universities.

In addition to salaries, professional development for the faculty and retention of the very best faculty is supported by the provision of world-class facilities and awards that recognize excellence in research, teaching, and service. The University is building, and has plans to continue providing, outstanding facilities for faculty. Additionally, faculty receive recognition for excellence in several on-campus award programs, most notably awards funded by The Association of Former Students. In addition, and of particular importance, the University continues to aggressively pursue private funding for endowed faculty chairs, professorships, and fellowships. The University's capital campaign successfully produced 174 endowments for chairs, professorships, or fellowships. Private fundraising efforts continue to seek such endowments.

Graduate Students

As a leading research institution, Texas A&M aims to educate the next generation of scientists, humanists, and creative artists, as well as candidates for leadership positions in the public and private sectors. Toward that end, the University provides departments and colleges with funding and tools to attract the very best graduate students. These initiatives include funding to cover in-state tuition for students awarded competitive graduate assistantships; fellowships to attract high quality, diverse graduate students; opportunities for training in grant-

writing and teaching; and awards to support graduate student research programs. A full description of these initiatives is found in Section IV.

Recruiting outstanding graduate students is highly competitive among the nation's top graduate programs. Inadequate or non-competitive support for graduate students has been discussed in the overwhelming majority of the reviews of doctoral programs by external reviewers (as discussed in Section IV). The reviewers have acknowledged that many students receive modest graduate stipends, the tuition (but not fees) is paid for subsets of students, and students receive a modest health plan. Additional evidence of a shortfall comes from the salary study carried out in 2013-14 by the Association of American Universities Data Exchange (AAUDE), which shows that Texas A&M's average teaching and research assistant stipends are typically 14-16 percent behind those of competitors. Thus, in contrast to competitive packages elsewhere, the stipends are usually lower than those provided by Top Tier institutions; tuition and fees are waived by many of the universities. Texas A&M has sought to increase graduate-student stipends within its current budget and has actively sought to increase the number of privately funded graduate fellowships. Faculty members are also encouraged to include fully funded support packages when graduate research assistants are included in external grant applications. Recruiting and retaining the highest quality graduate students is a critical part of the support and ultimate success of Texas A&M faculty's research endeavors.

Research Facilities and Infrastructure

Research Facilities. Support for faculty, staff, and students pursuing high-impact research agendas require world-class research facilities and exemplary infrastructure providing essential services to advance their work. Texas A&M has several research facilities that support high-impact research, including the Sterling C. Evans Library, Microscopy and Imaging Center, Cyclotron Institute, Elemental Analysis Laboratory, Materials Characterization Facility, Laboratory for Biological Mass Spectrometry, Center for Maritime Archaeology and Conservation, Texas Market Research Center, and the Nuclear Science Center. A list of recently completed facilities and current projects would include the National Center for Therapeutic Manufacturing, the Emerging Technologies Building, the Engineering Research Building, the Liberal Arts & Humanities Building, the Texas Health Sciences Center campus in Bryan, the Texas A&M Veterinary Medical Diagnostic Laboratory, the Agriculture and Life Science Complex, the Schubot Exotic Bird Health Center, the Multi-Species Research Building, and the renovations of the Jack K. Williams Administration Building, the Zachry Engineering Center, Scoates Hall, Francis Hall, and the Animal Industries Building, and the \$85 million Global Health Research Complex currently under construction (completion Spring 2019), plus the

\$120 million expansion of the College of Veterinary Medicine & Biomedical Sciences. The University is mindful of the need for additional research facilities to support nationally prominent researchers and their programs, and there are ongoing assessments regarding how to meet this need.

In early March 2015, the Texas A&M University System Board of Regents reaffirmed the University's support for an international consortium that is building the Giant Magellan Telescope. As a founding partner of the consortium, Texas A&M has ensured viewing rights for its researchers when the telescope comes online during 2021 in the Atacama Desert of northern Chile. Ranking among the next class of super-giant, Earth-based instruments intended to revolutionize astronomy, the 25-meter Great Magellan Telescope will offer ten times the resolving power of NASA's Hubble Space Telescope and more than six times the light-gathering area of the largest current telescopes. The president of the Giant Magellan Telescope Organization, Dr. Ed Moses, is a Faculty Fellow in the Class of 2014-15 at the Hagler Institute for Advanced Study.

The Division of Research (DoR) provides support for proposal development. Pre-award services and post-award services are conducted by Sponsored Research Services (SRS)—a consolidated service unit under Texas A&M University. Compliance with research policies and rules, biosafety, and overall security and use of research facilities is another important responsibility of the DoR. This latter responsibility includes management of the Comparative Medicine Program, which oversees laboratory animal facilities and projects. The DoR also oversees research involving human subjects through an Institutional Review Board (IRB), which authorizes all research involving human subjects.

Strengthening Interdisciplinary Programs. The University's priority on developing interdisciplinary programs that open new intellectual pursuits has been supported by a series of initiatives to encourage the development of multi- and interdisciplinary research and academic degree programs. Thus, the University has proposed and received approval for interdisciplinary doctoral programs in Food Science and Technology, Genetics, Marine Biology, Materials Science and Engineering, Molecular and Environmental Plant Sciences, Neuroscience, Nutrition, Ecology and Evolutionary Biology, Toxicology, Agribusiness and Managerial Economics, and Water Management and Hydrological Science.

- D. ***Student participation.*** Describe how the institution will enhance student opportunities to participate in research activities at the graduate and undergraduate levels.

Undergraduate Students

The L.A.U.N.C.H. (Learning communities, Academic excellence, Undergraduate research, National fellowships, Capstones, and Honors) office serves undergraduate students and is housed in the Undergraduate Studies office in the Division of Academic Affairs. The director for undergraduate research works in partnership with the executive director of honors and undergraduate research and the associate provost for undergraduate studies. Additional support is provided by graduate assistants. The University has a variety of programs that support undergraduate research, three of which are detailed below.

Undergraduate Research Scholars Program. Undergraduate Research Scholars engage in a two-semester (Fall/Spring) research project conducted under the supervision of a Texas A&M faculty mentor that culminates in a public presentation and written thesis. This program seeks to involve any eligible undergraduate in the "graduate student" experience and introduce them to the academic publication process and scholarly community. These activities make participating students more competitive for national fellowships and helps prepare them for graduate studies. This program was initiated in 2006, with the first class of twenty-five students and has grown steadily to support approximately 200 undergraduate students working on independent research projects. As part of the University's effort to enhance the undergraduate experience, the plans are to expand this program to reach more of the undergraduate student population.

Student Research Week. This University-wide event is organized by the Graduate and Professional Student Council and provides an opportunity for undergraduate and graduate students to present research during three days of poster and oral competition, as well as to learn about research resources on campus. This program has been in place for over ten years and has grown to include more than 500 participants annually (~300 graduate and ~200 undergraduates). Some of the events during Student Research Week include: lunch panels, resource tables, research symposiums, and esteemed speakers.

Undergraduate Research Ambassadors. Undergraduate Research Ambassadors represent Honors and Undergraduate Research at research, recruiting, and outreach events to promote student participation in research experiences. This program began in 2013 with an inaugural class of twelve Ambassadors. These Ambassadors have participated in activities such as the Undergraduate Research Expo, Getting Started in Research and Undergraduate Mentoring workshops, presentations to student organizations, and meetings with administrators, faculty, and prospective students. New Ambassadors are chosen each spring from applications solicited from across campus.

In addition to these programs, undergraduate students may apply for research travel and presentation grants from the Honors and Undergraduate Research office, travel support to attend the Lone Star Graduate Diversity Colloquium and access to publish in the undergraduate research journal, *Explorations*. Several colleges at the University also provide support for undergraduate research through undergraduate course requirements as well as through summer research programs (Research Experience for Undergraduates).

These Texas A&M programs are funded by the Honors and Undergraduate Research office, the Office of Undergraduate Studies, the Office of Graduate and Professional Studies, and the Division of Research, with support from the Association of Former Students.

Two additional programs at the undergraduate level are worthy of note. First, Texas A&M has a variety of methods for incorporating research into the undergraduate curriculum including: 491 (research) courses, senior honor theses, and 485 (independent study) courses. Courses with extensive research requirements can be specifically flagged in the student data management systems so that departments and colleges can more easily track student participation in these high-impact learning experiences. These courses are also now available in a 0 credit hour format, which allows students to receive a transcribed record of their research experience without having to accrue credit hours that do not apply to their intended degree or pay extra tuition and fees. Second, the most recent Quality Enhancement Plan (QEP) funded Inquiry-based undergraduate education through allocations to colleges. The data showing the progress being made in enhancing the research experiences for our undergraduates may be viewed in the WEAVEonline database³.

Second, extracurricular initiatives also include a research emphasis with hundreds of undergraduates employed on campus in research laboratories and projects. These positions are listed through individual programs and a common student employment system operated by Scholarships and Financial Aid. Additionally, with more than 800 student organizations, many, such as career or major-oriented clubs, are dedicated to further exploration of research in career fields. Some of our student organizations participate in local and national competitions to further enhance their research and presentation skills.

Graduate Students

The Office of Graduate and Professional Studies (OGAPS) represents a central point of contact for supporting graduate and professional students and all associated programs. While graduate and professional admissions follow a decentralized model in which departments handle admission decisions, the Office of Graduate and Professional Studies coordinates and supports centralized activities such as Graduate and Professional Student Council and Student Research Week; Texas A&M Diversity Fellowship Program; Texas A&M Pathways to the Doctorate Fellowship Program; Texas A&M University Dissertation Fellowship; research and presentation travel awards; graduate recruiting travel grants; and Association of Former Students Distinguished Teaching and Research Award programs. OGAPS also coordinates student participation in the Fulbright U.S. Student Program and the Fulbright-Hays Doctoral Dissertation Research Abroad program. To further assist in providing the widest range of research opportunities to graduate students, OGAPS relies on its administrative home in the Division of Academic Affairs. The University, through OGAPS, supports students by providing tuition scholarships for doctoral and some master's students holding research or teaching assistantships. This invaluable tuition support helps to attract the best graduate students and promotes reduced time to degree.

OGAPS Thesis and Dissertation Services also supports students and their research. This functional unit not only reviews student manuscripts for format and compliance, but they also provide preparation support, including instruction on manuscript preparation, editing software templates, and access to tools for plagiarism review. In partnership with University Libraries, Thesis and Dissertation Services also provides critical support related to the release and/or withholding of public access to theses and dissertations, so that students can meet publisher, funder, patent, and other obligations. These activities, coupled with those of the Writing Center supported by the associate provost for undergraduate programs, provide students with necessary assistance required to produce their theses or dissertations. During a typical academic year, the Thesis Office processes more than 1,300 theses and dissertations written by Texas A&M Graduate Students.

OGAPS provides a wide range of professional development activities and workshops for graduate students. These include programs of extensive, high impact activities collected in a central forum that we call G.R.A.D. Aggies. OGAPS and Texas A&M University are also founding members of the consortium of universities named the Center for the Integration of Research, Teaching and Learning (CIRTL). This

³ <http://assessment.tamu.edu/Assessment/WEAVEonline>

networked initiative of over 40 schools aims to provide graduate students with essential training in teaching pedagogy, modern approaches to the college classroom and credentialing for students with the goal of progressing to the professorship. The professional development team also conducts social and professional get-togethers for student and competitions such as three-minute thesis (3MT) events to provide students opportunities to enhance their communication skills and present their research in a public forum.

OGAPS also coordinates payments for several national fellowship awards including the National Science Foundation Graduate Research Fellowship, National Physical Sciences Consortium Fellowship, Hertz Foundation Graduate Fellowship, and Ford Foundation Graduate Fellowship. To assist students in submitting competitive applications for these programs, the Office of Graduate and Professional Studies hosts a number of fellowship application preparation workshops tailored to students' particular needs.

As mentioned in Section II B of this report, the University has identified a number of multidisciplinary research initiatives. Three of these initiatives have benefitted from graduate fellowships funded by an endowment from the HEEP Foundation. This commitment supported three years of fellowships for students in the neuroscience program in fiscal years 2012, 2013, and 2014, and will be ongoing for Quantum Science and Engineering programs and the Hagler Institute for Advanced Study at Texas A&M University.

III. PLAN TO IMPROVE MASTER'S DEGREE LEVEL EDUCATION

The institution's plan should address, at a minimum, the following elements:

A. Provide an evaluation of the institution's master's degree programs and how they fit into the institution's strategic plan for research.

As part of Texas A&M University's institutional effectiveness plan, all master's degree programs go through an extensive review every seven years. In preparation for the review, the program develops a self-study document, part of which is dedicated to presenting and explaining not only the program's strategic plan, but also how the degree program's strategic goals and priorities are in alignment with its college and the institution. Additionally, the external review team which visits campus for three days reviewing the program, is charged with determining how well the degree program's strategic goals align with those of its college and with those of Texas A&M University. The review team's findings from the on-site visit are documented in a final report to the university. The leadership from the program and the

provost's office review the document and provide follow-up reports one year and four years after the review. This rigorous process ensures that the master's degree programs fit into the institution's strategic plan for research.

B. Identify the areas the institution plans to focus on in the development of new master's degree programs

Graduate education today and in the future must meet the changing needs of our state and national workforce. It is estimated that 75% of U.S. workforce employees between the ages 25-35 with a bachelor's degree hope to change careers or significantly enhance their careers through graduate education. This need for career enhancement will certainly be met, in part, by Master's degree level education. Furthermore, much of that future graduate education will involve non-traditionally delivered curricula and innovative academic strategies. Texas A&M University is looking to invest in academic innovations and offerings, particularly at the Master's degree level.

New Master's degree programs are being designed to meet the labor force needs of students by providing them with the emerging skill sets required for success. For example, a Master of Science in Quantitative Finance was recently created in collaboration between Departments of Mathematics (Science) and Finance (Business) for student in financial careers needing superior computational skills to advance. Similarly, a Master of Science in Human Resource Management was created to develop competencies in key areas of HR management, but with special focus on developing leadership and strategic thinking skill sets. Several other Master's degree programs are in various stages of planning and design associated with emerging research foci. For example, the Texas A&M Institute of Data Science (TAMIDS) is providing leadership in the development of data science as a new discipline associated with big data collection, management, security, and analysis. As part of this collaboration between multiple colleges, Master of Science degrees in Data Science are being developed.

Due to the ever-changing workforce in Texas, together with our land, sea and space grant missions, a number of innovative programs are in development. An expanding focus on emergency management is underway and therefore the Maritime Administration program on the Galveston campus is designing a Master of Science in Coastal Emergency Management. The College of Agriculture and Life Science is developing Master's degrees in Agricultural Leadership and Ecosystem Science and Management, as well as Master of Science degrees in Regulatory Soil and Crop Science and Clinical Nutrition. The College of Engineering is considering the development of distance Master's degree offerings in Electrical Engineering and Engineering Technology and Industrial Distribution. Finally, the Bush School of Government's International Affairs program is planning an Executive Master's in International Policy and the

College of Public Health is considering a Master of Public Health in Population Health.

IV. PLAN FOR DOCTORAL PROGRAMS

1. Existing Doctoral Programs

The institution's plan for existing doctoral programs should address, at a minimum, the following elements:

- A. *Summary of existing programs.* Using past reviews, provide an evaluation of the institution's existing doctoral programs and how they fit into the institution's near-term and long-range plans. Include an assessment of strengths and weaknesses.

Texas A&M currently has 93 doctoral degree programs and 5 first professional degree programs based on the 2017-2018 Graduate Catalog (see the current Graduate Catalog for program listing and degree requirements). The most recent national review of the nation's doctoral programs occurred in the mid-1990s by the National Research Council (NRC). That review placed Texas A&M sixteenth among public universities.

Many of the graduate programs at Texas A&M University are reviewed annually by various publications such as US News and World Report. Our Engineering programs overall ranked very high at tied for eleven, with Aerospace Engineering ranked at seven and Biological/Agricultural Engineering tied for number two. Nuclear Engineering ranked fourth and Petroleum Engineering came in third. Our College of Science has several top twenty programs in Chemistry (19th) and Statistics (15th). An examination of best graduate school education rankings for 2018 reveals Texas A&M is broadly competitive nationwide, with top programs within the Mays Business School. Intellectual Property Law studies at Texas A&M ranked seventh. Veterinary Medicine ranked very high at seven. The university also has excellent programs in public affairs and public management fields. Many other graduate programs are top 40.

External program reviews reveal a number of strengths in these programs: (1) demonstrated record of strong faculty and student scholarship; (2) substantial levels of extramural funding to support these programs; (3) support in the development of new interdisciplinary programs; and (4) nationally and internationally recognized faculty as leaders in their respective scholarship areas. These strengths align closely with the Vision 2020 goals.

From these program reviews a number of recurring challenges emerge. Several include: (1) aging facilities; (2) non-competitive compensation packages for both faculty and graduate students; (3) insufficient startup

funding for new faculty hires; and (4) faculty and student diversity.

Ideas to address the aforementioned challenges are included in long-range plans formulated by the colleges and departments, and will be addressed as resources come available.

- B. *Quality control.* Describe plans to close, consolidate, and/or improve existing doctoral programs with low graduation rates (based on Coordinating Board standards for low-productivity) or that do not meet other standards of excellence.

Texas A&M has had a doctoral program review process since 1998. While the Texas Higher Education Coordinating Board (THECB) has not yet developed a "best practice" requirement for doctoral program review, the process that Texas A&M has put in place may inform development of a standard for all programs in the state. The process uses an external review team to perform this evaluation and is based on the study carried out by the Council of Graduate Schools and reported in the document entitled, *Assessment and Review of Graduate Programs: a Policy Statement*, published in 1990.⁴ The process begins first by composing a "self study" covering academic programs under review. This report is forwarded to a review team in advance of their visit to campus. The external team spends three days on campus talking to all stake holders and formulating their evaluation and recommendations. The review team then writes a formal review report which is then critiqued by the department and used as a basis for future planning and program improvement. These reviews are on an seven-year cycle, resulting in approximately ten of these reviews being carried out in a typical academic year. The self-study documentation produced for these reviews is made available on the web. These reviews are then used to evaluate the programs and to develop strategies to further improve their effectiveness. In addition, they can be used to help establish priorities for new hires or develop new directions in research.

In 2008, the THECB established another set of metrics to be used in comparing the success of doctoral programs in the state. The 18 Characteristics of Doctoral Programs was selected to perform dual roles. The first role was to allow prospective graduate students the ability to compare the programs at different institutions in the state as they decide where to attend graduate school. These metrics were based on much of the same information that was collected by the National Research Council in their ten-year study of graduate programs in 2005. The Texas A&M 18 Characteristics data can be found on the OGAPS website.⁵ Information regarding trends and

⁴ <http://ogaps.tamu.edu/>

⁵ <http://ogaps.tamu.edu/>

demographics of graduates from doctoral programs at Texas A&M is presented in an analysis by the Texas A&M Office of Institutional Analysis and Planning.

For those programs that are recognized by the THECB as under-producing, these reviews will lead to discussions on how to either improve enrollments with timelines for achieving these enrollment targets or plans for closing down these programs.

C. *Quality enhancement. Describe plans to raise the level of existing doctoral programs from the level of strength to the level of national prominence.*

Texas A&M has in place multiple levels of quality enhancement regarding the doctoral programs. As noted above, Texas A&M carries out periodic external reviews, which are used as a basis for improvement in these programs. Over the past few years, these external reviews have been expanded to include not only the doctoral programs, but also to cover all academic programs (graduate and undergraduate).

In addition to the external reviews, the University conducts an annual review of its academic programs for the purpose of maintaining the regional Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation. This evaluation is based on goals/learning outcomes that have been set by the program and its faculty and is recorded in a University-wide assessment database, WEAVEonline. In addition to these program-specific goals, the University has established a set of overarching learning outcomes for graduate students and is beginning a process to evaluate student outcomes in these areas as well. For doctoral students, these outcomes are as follows: (1) mastery of degree program requirements; (2) possess the ability to apply a variety of strategies and tools, use a variety of sources, and evaluate multiple points of view to analyze information in order to conduct critical reasoned arguments; (3) communicate effectively; (4) develop clear research plans and conduct valid, data-supported, theoretically consistent, and institutionally appropriate research and effectively communicate the results; (5) use appropriate technologies in their research; (6) teach and explain the subject matter of their discipline; (7) choose ethical courses of action in research and practice.

D. *Comparisons with national peers. For programs the institution plans to retain, identify nationally-ranked programs against which each of the institution's existing doctoral programs will be benchmarked.*

Vision 2020 established a list of peer institutions that is used in many program comparisons. This list of institutions includes: The University of Texas at Austin,

University of California-Berkeley, University of Michigan, University of North Carolina-Chapel Hill, University of California-Los Angeles, University of California-San Diego, University of Wisconsin, University of Florida, Georgia Institute of Technology, University of Illinois, University of Minnesota, The Ohio State University, Pennsylvania State University, Purdue University, and University of California-Davis. In addition, the THECB has developed a list of peer institutions that are available on their website. Each program also has a more targeted list of peer institutions that are used in making program-by-program comparisons.

2. New Doctoral Programs

The institution's plan for new doctoral programs should address, at a minimum, the following elements:

A. *Areas of emphasis. Identify the areas the institution plans to focus on in the development of new doctoral programs. Emphasis should be placed on high-need areas, such as STEM, with sufficient documentation to support selection decisions. The plan should also demonstrate how the institution will build upon existing strengths.*

Proposals for new doctoral programs at Texas A&M are developed by the colleges and departments in response to each college's long-range plan. Over the past decade, Texas A&M has seen a continued growth in programs in the areas of life science as well as the other STEM disciplines. While the University has not limited its new program growth to just this area, a significant portion of the increase can be found in related fields. In addition, as noted in the description of the various planning processes over the past several years, a campus-wide increased emphasis is being placed on developing and sustaining a number of new multidisciplinary programs. Recent program approvals include:

- Marine Biology
- Astronomy
- Ecology and Evolutionary Biology

B. *Assessment. Provide a plan for the rigorous, periodic review of proposed programs using external evaluators.*

Texas A&M has a long-standing comprehensive external review process in place for all of its doctoral programs. In addition to the process outlined earlier in Section IV.1.B., these programs must carry out a mid-term review at the five-year mark of the program's existence to ascertain whether or not the original performance targets

have been met and what actions, if any, are needed to ensure success. This mid-term review is an internal process.

C. ***Regional Impact.* If applicable, describe the ways in which the development of doctoral programs and enhancement of research will enable the institution to better meet the needs of the region it serves and explain how the institution will monitor and assess its impact.**

One of the components in the proposal process for new doctoral programs is to evaluate both the regional and national need, as well as the regional and national impact. The programs noted above have all been identified as having major impact in one, if not both, of these areas and provide Texas A&M the opportunity to build on our existing strengths in several allied research areas.

The Interdisciplinary Graduate Program in Marine Biology is unique in its design because it involves multiple institutions positioned along the lower and upper coast of Texas (Texas A&M University-Corpus Christi, Texas A&M, and Texas A&M University at Galveston). This model allows for student exposure to expertise and research opportunities for the entire regional coastal ecosystem within one single academic program.

The Interdisciplinary Program for Neuroscience is also unique among the growing number of such programs across the country. The Texas A&M program brings together researchers across eleven colleges. Neuroscientists working with both humans and animals is seen as a particular strength for this program.

The research area of observational astronomy has been revolutionized in the past few decades as a result of advances in semiconductor and computer technology. Texas A&M has built a cadre of faculty who are leaders in this area of research and who give students access to some of the most advanced observational astronomy facilities in the world. While the numbers of students in this program will be kept small, the expectation is that these students and their research will be of the highest quality, recognized both nationally and internationally.

V. **PLAN FOR FACULTY AND STUDENT DEVELOPMENT**

The institution's plan for faculty and student development should address, at a minimum, the following elements:

A. ***Faculty research.* Describe plans to assist faculty in becoming more productive, more innovative, and more effective in their work.**

Texas A&M is committed to recruiting, developing, and supporting world-class faculty. The recruitment of individual faculty members is a combined effort of academic departments, colleges, and the University as a whole to attract and retain the very best. The resources and infrastructure of the entire University are a necessary part of this process. Key to the recruiting process is identifying individuals who are or have the potential to be leaders in their fields and, thus, are highly competitive for external grants, major publications, impactful contracts, and recognition, as well as highly effective teachers and mentors to students. To assist in the development of the skills needed to be an outstanding faculty member, the dean of faculties offers many avenues for personal and career development.

In the area of research, scholarly, and creative work, there are specific activities that help individuals and groups of faculty develop and enhance the skills that they need to excel. The Division of Research is a key resource in this area. The Division's Research Development Services (RDS) supports the Council of Principal Investigators and the University Research Council. RDS provides many services that enhance the ongoing pursuit for research funding. The RDS staff assist principal investigators with new and resubmission grant proposals. RDS produces an ongoing series of professional development workshops that focus on the methods that lead to writing successful grant proposals. RDS also offers free, one-day seminars in writing proposals for grants from the National Institutes of Health, followed by a six-month proposal-writing program, with resubmission; a workshop in funding opportunities, proposal preparation, the review process for the National Science Foundation, as well as assignments at federal agencies under the Intergovernmental Personnel Act; and a more general seminar in writing successful proposals. Last year, more than 550 Texas A&M researchers attended these professional development events.

RDS also manages the Division's new *Arts & Humanities* Fellows Program created to stimulate interactions among scholarly and artistic faculty at Texas A&M as well as nationally and internationally. In addition, RDS manages the Program to Enhance Scholarly and Creative Activities (PESCA), which the Division established to support significant research projects, scholarly publications, and artistic works that have the potential to lead to the awarding of external funding by agencies and endowments such as the National Endowment for the Humanities, the National Endowment for the Arts, and other major federal agencies, national endowments, institutes, foundations, and councils.

Combined, the workshops and grant programs support two of the Division's strategic goals: to attract additional

federal funding and to encourage international, interdisciplinary, and multi-disciplinary collaboration. Finally, they work to assemble teams of faculty needed for large-scale federal, state, private foundation, and corporate funding. As the research portfolio of the institution matures, it is necessary to provide mechanisms to catalyze and encourage large-scale collaborative efforts. Texas A&M is committed to these efforts.

Texas A&M also works to help move discoveries and creative activities from the laboratories and classrooms to Texas and the rest of the world. In some cases, this involves technology transfer and commercialization, and in others it involves finding avenues for the publication and dissemination of scholarship and creative endeavors to the world. Many of these efforts require individual and tailored approaches to help facilitate and build partnerships between the faculty and external corporations or groups.

As discussed elsewhere in this report, a major effort is now underway to facilitate interdisciplinary and multidisciplinary activities. By definition, this involves faculty from many departments, colleges, and other units of Texas A&M. The external funding opportunities and agencies increasingly demand interdisciplinary approaches to problems. Texas A&M is working to bring together outstanding discipline-based programs to form inter- and multidisciplinary teams.

B. *Faculty recognition. Describe plans to assist faculty in achieving recognition as leaders in their field.*

Texas A&M has several efforts underway to promote and advance the recognition of faculty on the state, national, and international levels. Many departments and colleges have formal mechanisms in place to nominate and cultivate their faculty for discipline-based society research and scholarly activity awards. As an institution, Texas A&M seeks to share these best practices with colleagues in order to achieve even more recognition for faculty. In 2017, Texas A&M named its inaugural Presidential Impact Fellows. This recognition represents a new investment in the excellence of select faculty who through their scholarship, personal commitment and results demonstrate they are rising to meet the challenges of their field and demonstrating impact towards creating a better world.

C. *Collaborations and partnerships. Describe plans to foster cooperative efforts amongst faculty at the institution and with faculty of other institutions.*

Texas A&M encourages faculty collaboration within the institution and establishing strategic ties with domestic and foreign institutions. Texas A&M's efforts include

the following areas: (1) interdisciplinary programs, (2) programs within the Texas A&M University System, and (3) programs with domestic and international institutions.

Interdisciplinary Programs

Interdisciplinary work at universities is often one of the most difficult activities to initiate, sustain, and reward. Nevertheless, Texas A&M has a number of research centers and institutes that encourage interdisciplinary work by bringing together different disciplinary perspectives.

As an example, the Texas A&M Energy Institute pursues and supports new approaches for multi-disciplinary energy research, education, and external partnerships. These approaches cross departmental and college boundaries and address all facets of the energy landscape that naturally connect engineering, sciences, technologies, economics, law, and policy decisions. The Texas A&M Energy Institute's interdisciplinary research program focuses on the interacting themes of: (a) fossil and non-fossil based technologies for energy; (b) multi-scale energy systems engineering; (c) materials, catalysis, and separations for energy; and (d) energy economics, law, policy, and societal impact. The four interconnected themes are further classified into ten research areas and sixty-five research topics. To enhance the synergy among different disciplines, the Texas A&M Energy Institute introduces annual multi-principal-investigator proposal calls and provides seed and matching funds for competitively selected group projects.

The Materials Characterization Facility (MCF) at Texas A&M is a multi-user facility designed to support the research efforts of the University community. The facility receives funding from the Division of Research, the Dwight Look College of Engineering, and the College of Science. The MCF houses the fabrication and characterization instrumentation essential for the development, understanding, and study of new materials and devices. The MCF serves a large user-base of investigators representing most of the departments in the College of Engineering and the College of Science.

The University has been especially conscious of the challenges faculty may face in pursuing interdisciplinary research and teaching. These difficulties are particularly evident in faculty evaluations and reviews. For this reason, the University has adopted guidelines that encourage faculty to report interdisciplinary activities and ask departments and colleges to take interdisciplinary work into consideration for annual reviews and other evaluations. Some colleges have also taken the step of making interdisciplinary faculty

appointments and establishing formal guidelines for consideration of faculty performance in annual reviews and in promotion/tenure considerations.

Collaborations within the A&M System

The Texas A&M University System includes eleven universities and seven agencies across the state, and faculty at Texas A&M have research relationships with many researchers in these A&M System components. Especially important among these relationships are those with Texas A&M AgriLife Research, the Texas A&M Engineering Experiment Station, and the Texas A&M Transportation Institute. Collaboration in the life science area has involved the Texas A&M Health Science Center and Texas A&M Institute for Preclinical Studies, Texas A&M Institute for Genomic Medicine, and the National Center for Therapeutic Manufacturing.

Collaboration with Domestic and International Institutions

The Division of Research has strongly supported the Hagler Institute for Advanced Study (HIAS) since its inception by providing substantial funding as well as public relations counsel, marketing advice, communications support, and creative direction. HIAS provides a mechanism for attracting world-class talent to the University and is driven by nominations of National Academy and Nobel Prize-caliber researchers that align with existing strengths and ambitions of the University. Each year, HIAS invites a number of nationally and internationally prominent Faculty Fellows to pursue advanced study at HIAS in collaboration with faculty and student scholars at Texas A&M. The goal is to provide a stellar environment for research and scholarship with the Faculty Fellows having freedom to pursue their own research interests, as well as collaborate in disciplinary and multidisciplinary research. Each Faculty Fellow affiliates with one or more of the doctoral-degree granting academic departments housed in the colleges at Texas A&M. Additional resources provide Texas A&M fellowships for graduate students, as well as funds visiting graduate students and post-doctoral researchers affiliated with the Faculty Fellows.

The University is supportive of faculty, department, and college initiatives that involve collaborations with researchers at other institutions. Texas A&M, for example, has numerous Memoranda of Understanding (MOU) or Memoranda of Agreement (MOA) with international institutions. In reality, however, these MOUs dramatically underestimate the number and quality of international collaborations by faculty with researchers at other institutions.

Illustrative of the collaborations at the highest level of visibility and impact are those in which Texas A&M is a member of a research consortium or is in partnership with major national laboratories. Texas A&M, for example, is the *JOIDES Resolution* science operator for the International Ocean Discovery Program (IODP), an international research collaboration that coordinates seagoing expeditions to study the history of the Earth recorded in sediments and rocks beneath the ocean floor. The *JOIDES Resolution* Science Operator (JRSO) operates the scientific drillship *JOIDES Resolution* on behalf of the National Science Foundation.

In 2003, Texas A&M established a branch campus in the State of Qatar (Texas A&M University at Qatar) in partnership with the Qatar Foundation (QF). This branch campus offers undergraduate degrees in four engineering disciplines: chemical, electrical, mechanical, and petroleum. The branch campus has active research programs primarily in these four engineering disciplines and in three science disciplines: chemistry, mathematics, and physics. Texas A&M at Qatar faculty members pursue research and scholarly opportunities and have amassed an impressive record of publications and scholarly recognition. Texas A&M has been able to marginally support the research effort to date in the branch campus in Qatar. It is currently negotiating with the QF to seek the approval of its proposed comprehensive research infrastructure necessary to sustain the research activities in the branch campus.

Another recent example of domestic collaboration and partnership that involves both research and educational components is from the Texas A&M Engineering Experiment Station and a United States Air Force-sponsored Multi-University Research Initiative (MURI). Participants include members from academia (Texas A&M, Virginia Tech University, Stanford University, and University of Dayton) and industry.

Texas A&M and the Consejo Nacional de Ciencia y Tecnología (CONACYT) began the Collaborative Research Grant Program in 2001. The program grew from mutually recognized interests in topics important to the United States and Mexico. The overall objective of the program is to stimulate significant international research cooperation by providing seed money for collaborative research between Texas A&M and higher education institutions in Mexico or CONACYT research centers. To date, the program has funded nearly 200 joint research teams and provided more than \$2.5 million in funding.

In 2013, Texas A&M and the Brazilian Federal Agency for Support and Evaluation of Graduate Education (CAPES) launched a program to encourage research collaborations between A&M faculty-researchers and

their peers at Brazilian universities. The program seeks to facilitate global faculty-to-faculty collaboration and further research ties between the two countries that will yield preliminary results and enable joint applications for extramural funded programs. This international program is supported by a collaboration of the Division of Research, Texas A&M AgriLife, and the Texas A&M Engineering Experiment Station. The program is open to all areas of research that are mutually supported by CAPES and Texas A&M. Consideration is given to the alignment of the proposed research with the Texas A&M and CAPES priority research areas: energy, water, climate, environment, biomedical sciences, and engineering. All proposals must involve a joint research project directed by at least two principal investigators, with at least one from Texas A&M and at least one from a Brazilian university.

D. *New faculty. Describe plans to recruit additional faculty who can contribute to the institution's goal of maintaining or achieving national recognition.*

Texas A&M has completed a “faculty reinvestment” program that brought more than 450 outstanding faculty to fill newly created positions during the previous six years. These newly hired faculty were in addition to more than 400 exceptional faculty hired to replace faculty who retired or departed from the University. Many of these newly hired faculty were entry-level hires, but they have already distinguished themselves as scholars, researchers, and professional colleagues.

Since 2013 the Chancellor's Research Initiative (CRI) has provided one-time funds to Texas A&M and Prairie View A&M University for the recruitment and hiring of faculty members who will have a transformational impact upon the academic and research missions of the schools. It is envisioned that such candidates will markedly enhance research funding awarded to the Universities from federal, international, industrial, or foundation sources. In addition to the CRI, the University's president, provost, and deans contribute to the recruitment of outstanding faculty-researchers, especially in the key areas of energy and health.

Additionally, in February 2015, The Texas A&M University System Board of Regents named Michael K. Young as the sole finalist to become the new president of Texas A&M. His selection was finalized in March. Dr. Young comes to Texas A&M from the University of Washington, where he had served as president since July 2011. He brings to A&M more than three decades of teaching, research, public service, and leadership in higher education. Under his leadership, in the face of significant cuts in state funding, the University of Washington dramatically increased its research funding and set fundraising records. Prior to serving as

president at Washington, he was president and Distinguished Professor of Law at the University of Utah from 2004 to 2011. During that time, Utah built more than two million square feet of research and teaching space, and became one of the top 100 universities in the world.

In June 2017, Texas A&M named Dr. Carol A. Fierke, a noted scholar and academic leader from the University of Michigan, as provost and executive vice president. “I am exceptionally pleased that Dr. Fierke will be our next executive vice president and provost. As chief academic officer, and as the second in charge for the University, she will contribute greatly to the leadership of Texas A&M,” Texas A&M University President Michael K. Young said. “We look forward to benefitting from her experiences as an academic leader, scholar and advocate for higher education.” Dr. Fierke most recently served as Dean of the Rackham Graduate School and Vice Provost for Academic Affairs — Graduate Studies at the University of Michigan. In addition, she was holder of the Jerome and Isabella Karle Distinguished University Professor of Chemistry. Her research has been continuously funded by the National Institutes of Health, and has been funded by a number of other agencies and foundations, including the National Science Foundation, American Heart Association, American Cancer Society, Office of Naval Research and Keck Foundation.

E. *Student awards. Describe initiatives to increase the number and prestige of undergraduate and graduate student competitive research awards.*

Texas A&M offers a number of competitive awards available to students at both the undergraduate and graduate levels. The University Honors program, college and departmental Honors programs, and the Undergraduate Research Scholars Program are aimed at recognizing the best undergraduate students as described in Section II.D. In addition, students also compete for nationwide undergraduate awards such as the Goldwater, Rhodes, Fulbright-Muskie Fellowship programs. The Honors and Undergraduate Research office works with potential candidates to help prepare them for these competitions.

The Graduate and Professional Student Council also hosts an annual Student Research Week (SRW) described previously offering students the opportunity to present their research and achieve recognition for their scholarly achievements. Over the past several years, SRW participation has grown steadily. In 2107 more than 795 students participated, with a split of 397 undergraduates and 398 graduate students.

In addition, the Office of Graduate and Professional Studies (with assistance from the Association of Former

Students (AFS) and other donors) hosts an annual competition to recognize graduate students for their excellence in teaching and research. The AFS Distinguished Research and Teaching Awards annually recognize approximately eight to ten outstanding graduate students for their scholarship and teaching.

U.S. Senator Phil Gramm Doctoral Award: This award recognizes excellence in scholarly research and teaching. This award comes with a \$5,000 fellowship for doctoral students. Each year five to ten doctoral students receive this prestigious award.

Research and Presentation Travel Awards: This program provides educational opportunities that reimburse students up to \$1,000 for travel expenses associated with academic conferences, research projects, and study abroad or internships in the United States or overseas.

Beyond the awards managed centrally on campus, many more student awards administered by colleges, departments and organizations (local and national) exist that have not yet been tallied.

F. *Student diversity. Describe plans to recruit and graduate doctoral students who reflect the diversity of the state's population. Indicate the institution's contributions to the development of a future professoriate that reflects the population of Texas.*

An essential point for Texas A&M's planning in the area of diversity is that success requires an overall commitment. Specifically, to develop a future professoriate that reflects the population of Texas, Texas A&M has to develop undergraduate students, graduate students, faculty, and staff that reflect the population of Texas. Texas A&M's overall efforts are guided by a diversity plan, established in 2006, updated in 2010, and assessed in 2017. Texas A&M diversity plan has three key goals:

1. **Accountability:** Establish structures, processes, and policies that hold all units accountable, and reward units and individuals for demonstrating their current standing, plans, and progress in creating an environment where individuals are treated equitably in a climate that fosters success and achievement.
2. **Climate:** Promote a positive and supportive climate by identifying aspects in the climate of individuals units and the University, which either foster or impede a working and learning environment that fully recognized, values, and integrates diversity in the pursuit of academic excellence.
3. **Equity:** Articulate procedures to ensure that students staff, and faculty (tenure and nontenure track), regardless of identity, are treated equitably.

While accountability, climate, and equity are distinct dimensions of the plan, progress in each of these areas influences advancement in the other area. For example, campus climate and equity impact retention and recruiting of students, faculty, and staff.

Faculty Diversity

A diverse faculty is an essential component of a great university. Though Texas A&M has made progress in this area, there is still a need – and indeed a resolute commitment – to increase the diversity of the faculty. An array of strategies will help accomplish this long-term goal:

Leadership Training.

- Diversity is an explicit component of Texas A&M's orientation program for new academic administrators such as deans and department heads. Because these administrators are so influential in hiring, tenure, and promotion processes, their understanding of and sensitivity to diversity is crucial. This program is developed in collaboration with the Office of the Dean of Faculties. The Office of the Vice President and Associate Provost for Diversity is also poised to work with the deans of the academic colleges as well as Texas A&M University at Galveston and Texas A&M University at Qatar campuses in areas related to the recruitment and retention of diverse faculty.
- All hiring supervisors and chairs of searches, award, promotion, tenure, and selection committees are required to attend a program which provides information, education, resources, and assistance that affect hiring, inclusion, climate, and advancement. During search committee training, for example, issues such as cultural understanding and sensitivity throughout the *search*, *sort*, and *host* processes, cognitive schemas and errors that influence hiring, and resources on how to build a diverse pool of potential candidates are addressed.

Faculty Development. The Office of the Dean of Faculties hosts faculty development seminars that focus on diversity, and the office is home to a number of networks that assist in the recruitment, mentoring, and retention of diverse faculty. These networks include: Black Faculty Alliance; China Faculty Association; Christian Faculty Network; Friends of India Network; Gay, Lesbian, and Transgender Professional Network; Jewish Faculty Network; Mexican American Latino Faculty Association; Muslim Faculty Network; and the Women's Faculty Network, among others. The office also offers seminars that focus on a variety of faculty development and work-life issues such as preparing for promotion and tenure, mentoring, time management,

and recruitment and retention for faculty diversity.

Equity Studies. In accordance with the Diversity Plan, a comprehensive faculty equity study was conducted to evaluate and recommend remedies to any systemic deficiencies in equity, specifically exploring retention, promotion, salary, and job satisfaction.

The Minority and Women Doctoral Directory. To assist in identifying candidates for faculty positions at Texas A&M, the Office of the Vice President and Associate Provost for Diversity will secure and provide this resource to our colleges. The Minority and Women Doctoral Directory is a registry that maintains up-to-date information on individuals who have recently received, or are soon to receive, a doctoral or master's degree in their respective field from one of approximately 200 major research universities in the United States. This valuable resource will assist Texas A&M's effort to recruit women and minority Ph.D.s into the professoriate.

Student Diversity

During the past five years, there has been an increase in the enrollment of students of color, at both the graduate and undergraduate level. This growth may be attributed to several initiatives that draw upon a talent pool, which reflects the diversity of the state of Texas. Several initiatives seek increase racial, socioeconomic, and regional diversity at Texas A&M, and a number of them focus on recruitment into the critical fields of science, technology, engineering, and math at both the undergraduate and graduate levels. There is an overall effort to increase the minority enrollments at Texas A&M at both the graduate and undergraduate levels.

Pathways to the Doctorate. This program provides a fellowship to doctoral students who received bachelor degrees from an A&M System school, providing the opportunity to pursue a doctoral degree at Texas A&M, and in doing so, building relationships with faculty in the department.

Diversity Fellowship. Financial support (tuition, fees, stipend, and graduate assistantship) is offered to master's and doctoral students who will contribute to the overall diversity of the University.

NSF Bridge to the Doctorate (BTD) and Alliance for Graduate Education and the Professoriate (AGEP) Programs. These programs are funded by NSF to enhance underrepresented minority participation in the STEM fields, provide professional development and enhance advancement to the professoriate. The BTD program is an extension of The Louis Stokes Alliance

for Minority Participation (LSAMP) undergraduate program, which assists students academically and financially so that well-prepared racially underrepresented students can earn their graduate degree and be prepared to eventually become a university professor. Texas A&M University has received AGEP funding in 2013 and again in 2017. Like the BTD, these funds are used to support underrepresented students in their graduate studies and beyond. Participants are provided monthly seminars covering a diverse range of issues such as research support, utilizing the library, as well as information on personal finances and life skills. Students are tracked to ensure that they are being prepared successfully.

These initiatives represent a select few that seek to improve faculty and student diversity. To view others, please visit the Office of the Vice President and Associate Provost's website.⁶

Climate

To gain a deeper understanding about how faculty, staff, and students "experience" Texas A&M, the Office of the Vice President and Associate Provost for Diversity collaborates with the Office of the Dean of Faculties and Human Resources, the Office of Graduate and Professional Studies, and the Division of Student Affairs to assess the climate with regard to diversity. The Vice President and Associate Provost for Diversity ensures that questions asked, on the audience-specific instruments, will yield data that will inform current and future diversity initiatives.

The Community

Texas A&M will actively work to assist with addressing issues outside as well as inside the University. Although the University cannot control all of the external variables that impact the campus climate, it is an advantage to form positive working relationships with appropriate community groups in Bryan-College Station to work together to enhance positive relationships and reduce issues such as racism, xenophobia, homophobia, religious discrimination, and Islamophobia. Sociohistorical forces that occur outside of college campuses can foster critical and positive conversations on campus. In addition, external forces in the community combined with internal forces on campus contribute to the campus climate.

The 2010 Diversity Plan calls for continuation and acceleration of efforts to recruit and retain diverse faculty and student bodies, and will hold units accountable in both processes and results. The Vice President and Associate Provost for Diversity, in collaboration with the Council on Climate and

⁶ <http://diversity.tamu.edu/>

Diversity, will monitor, evaluate, and reward progress in these critical steps toward excellence.

G. *Undergraduate research.* Describe the institution's plan to strengthen the preparedness of undergraduate students for their involvement in research.

Undergraduate Students

Texas A&M offers world-class education to more than 53,000 undergraduates. Limited growth of this enrollment is expected as the university aims to continue its land-grant mission of providing broad access to exceptional educational opportunities to high-achieving students

The L.A.U.N.C.H. (Learning communities, Academic excellence, Undergraduate research, National fellowships, Capstones, and Honors) office serves undergraduate students and is housed in the Undergraduate Studies office in the Division of Academic Affairs. The Associate Director for Undergraduate Research works in partnership with the Executive Director for LAUNCH/Assistant Provost for Undergraduate Studies. Additional support is provided by graduate assistants. The University has a variety of programs that support undergraduate research, four of which are detailed below.

Undergraduate Research Scholars Program. Undergraduate Research Scholars engage in a two-semester (Fall/Spring) research project conducted under the supervision of a Texas A&M faculty mentor that culminates in a public presentation and written thesis. This program seeks to involve any eligible undergraduate in the “graduate student” experience and introduce them to the academic publication process and scholarly community. These activities make participating students more competitive for national fellowships and help prepare them for graduate studies. This program was initiated in 2006, with the first class of twenty-five students and has grown steadily to support approximately 200 undergraduate students working on independent research projects. As part of the University’s effort to enhance the undergraduate experience, the plans are to expand this program to reach more of the undergraduate student population. Undergraduate Research Scholars present their research at a LAUNCH: Undergraduate Research-sponsored URS Symposium, which includes poster and oral presentations.

Undergraduate Research Ambassadors. Undergraduate Research Ambassadors represent LAUNCH: Undergraduate Research at research, recruiting, and outreach events to promote student participation in research experiences. This program began in 2013 with an inaugural class of twelve

Ambassadors and has now grown to a team of twenty. These Ambassadors participate in activities such as the Undergraduate Research Expo, Getting Started in Research and Undergraduate Mentoring workshops, presentations to student organizations, and meetings with administrators, faculty, and prospective students. New Ambassadors are chosen each spring from applications solicited from across campus followed by an interview process.

Explorations. Any undergraduate student doing research at TAMU under the mentorship of TAMU faculty or any TAMU undergraduate doing research at another institution may submit their work for publication in the undergraduate journal, *Explorations*. *Explorations* is an annual faculty and student peer-reviewed, professionally edited journal with an acceptance rate of 10-15% of submissions. Executive and Editorial Boards of students learn about the editing and publication process by selecting and training new board members, organizing calls for synopses, coordinating review and selection for full articles and creative pieces, managing review and selection of final scholarship, directing submission and selection of appropriate cover art, providing author/artist workshops, creating the layout of each issue, and organizing a yearly event to celebrate the launch of each annual issue.

Undergraduate Research Expo. LAUNCH: Undergraduate Research held its first ever all-day Undergraduate Research Expo in the Memorial Student Center in fall 2017. This Expo expanded on the two-hour resource fair held in years past. The event showcased opportunities for faculty, staff, graduate students, and undergraduate students to find ways to get involved in undergraduate research. Morning panels targeted administrators, faculty, staff, and graduate students. In the afternoon, multiple spaces in the MSC were used to house concurrent events for undergraduate students that included: a two-hour Resource Fair, the Aggie Research Program’s Aggie Research Scholars’ research poster presentations, and three break-out sessions led by faculty, staff, and graduate students (LAUNCH: UGR’s Getting Started in Research, Team v. Individual Research, and Research Opportunities and Resources). Volunteers for the Expo included LAUNCH Undergraduate Research Ambassadors, Learning Communities’ Peer Mentors, and LAUNCH staff members. The day culminated with a Speed Networking Panel, in which 44 faculty from across campus presented 60-second blurbs on their research and opportunities for undergraduates, followed by a Networking Social that provided a time for students and faculty to visit informally about opportunities and involvement.

In addition to these programs, undergraduate students may apply for research travel and presentation grants

from the LAUNCH: Undergraduate Research office. These grants provide support to attend regional, national, and/or international professional meetings and conferences. Several colleges at the University also provide support for undergraduate research through undergraduate course requirements as well as through summer research programs (Research Experience for Undergraduates).

These Texas A&M programs are funded by LAUNCH with support from individual donors and the Association of Former Students.

Five additional programs and initiatives at the undergraduate level are worthy of note. First, Texas A&M has a variety of methods for incorporating research into the undergraduate curriculum including: 291 and 491 (research) courses, senior honor theses, and 285 and 485 (independent study) courses. Courses with extensive research requirements can be specifically flagged in the student data management systems so that departments and colleges can more easily track student participation in these high-impact learning experiences. These courses are also now available in a 0 credit hour format, which allows students to receive a transcribed record of their research experience without having to accrue credit hours that do not apply to their intended degree or pay extra tuition and fees. The most recent Quality Enhancement Plan (QEP) funded Inquiry-based undergraduate education through allocations to colleges. The data showing the progress being made in enhancing the research experiences for our undergraduates may be viewed in the WEAVEonline database.

Second, extracurricular initiatives also include a research emphasis with hundreds of undergraduates employed on campus in research laboratories and projects. These positions are listed through individual programs and a common student employment system operated by Scholarships and Financial Aid. With more than 800 student organizations, many, such as career or major-oriented clubs, are dedicated to further exploration of research in career fields. Some of our student organizations participate in local and national competitions to further enhance their research and presentation skills.

Third, the Aggie Research Scholars is a multi-college program that recruits students with little to no research experience as early as freshman year into multi-disciplinary teams. These teams consist of peer-mentoring of freshmen and sophomores by more experienced juniors and seniors, all under the mentorship of a graduate student and Texas A&M faculty mentor. Because of the nature of the team structure, a single faculty member can effectively mentor 10-30 undergraduates and the undergraduates

have the ability to create their own projects within the scope of the larger overall project. This program is very effective in creating accessibility and opportunity for a wide variety of students.

Fourth, the Texas A&M Grand Challenge Scholars program is a selective three year program offered to sophomore engineering majors. Grand Challenge Scholars work with faculty mentors to conduct studies on one of the fourteen Grand Challenge topics identified by the National Academy of Engineering. Grand Challenge Scholars also participate in customized curricula to facilitate their development as researchers and leaders.

Finally, the Graduate and Professional Student Council in the Division of Student Affairs organizes Student Research Week, an event independent of LAUNCH oversight. Student Research Week provides an opportunity for undergraduate and graduate students to present research during three days of poster and oral competition, as well as to learn about research resources on campus. This program has been in place for over ten years and has grown to include more than 800 participants annually (~400 graduate and ~400 undergraduates). Some of the events during Student Research Week include: lunch panels, resource tables, research symposiums, and esteemed speakers.

VI. OTHER RESOURCES

The institution's plan should address, at a minimum, the following elements:

- A. ***Research facilities. Describe significant projected additions to the institution's facilities related specifically to research, including timelines for completion.***

Collaboration between Texas A&M University and other Texas A&M University System agencies allows the University to capitalize on laboratories and facilities with minimal additional expenses to all parties. Over the next ten years there will be a large expansion of these collaborative facilities utilizing our RELIS campus. The following research and laboratory facilities totaling over 400,000 GSF are currently under construction or planned for construction: Center for Infrastructure Renewal, TTI Headquarters & Research Center, Cyber-Physical Center, TEES Headquarters & Research Center, TEEX Training Facilities, O'Connor Process Safety Center, and Rowlett Industrial Distribution.

Texas A&M University has a strong research program in infectious diseases that affect humans and animals. The University is committed to supporting and expanding this research. Currently under construction with the expectation of being fully operational in June

2019 is the Global Health Research Complex. The 100,000+ GSF facility will meet the biocontainment standards of animal biosafety level-2 (ABSL-2) and biosafety level-3 agriculture (BSL-3AG), with biocontainment safety level 2 and 3 labs (BSL-2 and BSL-3) and arthropod containment laboratories level 2 and 3 (ACL 2 and ACL 3 Insectaries). Once the facility is completed it will be a unique facility that will meet the need of the nation and the world in creating countermeasures to high-consequence infectious diseases.

An expansion of our Lab Animal Care Facility (LARR) is currently in the programming phase. This approximately 15,000 GSF expansion will enhance and expand our Comparative Medicine Program's capabilities to support service for animal research and teaching programs at Texas A&M University. LARR offers housing and care for many standard laboratory animals. As the research enterprise at the University expands the need for more lab animal housing and specialized procedure/testing rooms are needed. This expansion allows us to meet future animal housing needs as well as the ability to recruit high performing researchers/faculty to the university.

B. *Library resources. Describe plans to enhance the libraries, including facilities, equipment, digital resources, and collections. Describe specifically how the plans to enhance library resources are related to improving existing doctoral programs and supporting new doctoral programs.*

The Texas A&M Libraries strategic plan includes many key elements to enhance library resources and capabilities that support the improvement of existing doctoral programs and new doctoral programs.

A key element to the Libraries' strategic plan is the advancement and support changes in scholarly communications in a way that supports the faculty and students at Texas A&M. This is achieved by providing publishing and documentation support that ensures that Texas A&M research results are disseminated and archived for the benefit of the scholarly community and society at large. Using the Texas Digital Library project as the primary platform, the Libraries seek to develop and preserve digital collections, including building and maintaining digital repositories and managing datasets, in order to facilitate intellectual access to digital objects.

Another key element is enhancing the customer-centered orientation of library services by developing effective modes for marketing library services, especially those delivered electronically; developing effective virtual reference/information services to support library users outside library facilities, including improvements to interlibrary and document delivery services; identifying and tailoring services to specific sectors of the Texas

A&M community; and enhancing measures for assessing effectiveness of library services.

An additional key element is to build collections of distinction. As opportunities and user needs warrant, Texas A&M Libraries will move collection development into the electronic environment in order to enhance user access to information resources for teaching, learning, and research. In addition, the Libraries will develop print collections in targeted areas that best serve user needs, especially collections of rare or unique materials which support research, and make the content of those collections both intellectually accessible through national bibliographic databases and, when warranted, physically accessible via digitization.

The last key element to the Texas A&M Libraries strategic plan is to manage facilities and physical collections to support research and teaching, and to maximize efficiency of materials storage. The Libraries will work to develop inter-institutional joint storage opportunities for managing little-used materials, especially a joint Texas A&M University System/University of Texas System project for a joint storage facility on the RELIS Campus which could serve as the model for statewide shared storage of library collections.

With reference, specifically to graduate education, the Office of Graduate and Professional Studies oversees the review of dissertation and thesis manuscripts, and once approved by the student's committee, uploads these documents to the electronic thesis repository hosted by the library. To assist the processing and submission of these electronic manuscripts, the University is using a portal called Vireo, with which it uploads the student's manuscripts for review and approval before they are forwarded to the electronic thesis repository. It is critical for the Libraries to continue to maintain and upgrade these digital resources in support of our graduate students.

As warranted, the Libraries will repurpose existing spaces in library facilities from materials storage to public use, concentrating on development and support of collaborative learning and instructional space for information literacy efforts.

The Texas A&M Libraries' goal, in alignment with *Vision 2020: Creating a Culture of Excellence*, is to be ranked in the top twenty of Association of Research Libraries (ARL) Libraries and top ten of ARL US Public University Libraries by 2020. Since 1999, the Libraries' rank among ARL libraries has increased 21 percent, and its rank among ARL US Public University Libraries has increased 36 percent.

Since 2003/2004, the Texas A&M Libraries has

implemented significant enhancements in library services and facilities as follows:

- Led development of the Texas Digital Library, a joint project with The University of Texas at Austin, which is now providing a suite of digital library services to faculty and students in some eighteen institutions throughout Texas;
- Supported A&M System members by negotiating extensions of electronic resources licenses, allowing access to computerized files to member schools at either no cost or at substantially reduced cost;
- Made significant purchases for the Cushing Library in fields of Don Quixote, Mexican Colonial Era, John Donne, 18th century French literature, and Walt Whitman;
- Partnered with The University of Texas at Austin to build a 1.3 million volume storage facility, which the two libraries will share for maintaining valuable, but little used print volumes;
- Extended availability of library-study spaces by opening two main library facilities (Library Annex and West Campus Library) on a 24/6 basis Sunday through Friday;
- Enhanced study environment by: creating two silent study facilities in the Evans and West Campus libraries; adding fifteen group study rooms in various locations in the library system (Evans, WCL, MSL) making fifty-four individual study rooms available to users for short-term checkout; providing a hundred laptop computers for users on short-term checkout; installing campus Open Access Lab computer workstations throughout all library facilities; and renovating the first floor of Evans Library both to provide improved quiet study and to make available effective collaborative study space;
- Increased productivity of all Texas A&M faculty, staff, and students by implementing document scanning services for all Texas A&M students, faculty, and staff; implementing book paging for all Texas A&M students, faculty, and staff; implementing book delivery to faculty offices; and implementing expanded media production capabilities for library users.

C. Graduate student support. Describe plans to provide competitive financial support to graduate students including teaching assistantships, research assistantships, and fellowships for the targeted doctoral programs identified in the strategic plan.

The overall support of graduate students at Texas A&M exceeded \$212 million (includes scholarships and fellowships, waivers, grants and assistantships) for the 2015-2016 academic year. In the 2015-2016 academic year, Texas A&M provided approximately \$27 million annually in support of Graduate Assistants - Teaching (GAT) and approximately \$53.8 million in support of Graduate Assistants - Research (GAR).

The Office of Graduate and Professional Studies coordinates the tuition scholarship program for eligible graduate students. The program provides for in-state, resident tuition payments for doctoral GATs and GARs employed by academic departments and Graduate Assistants Non-Teaching who support teaching. The program provides approximately \$9 million in payments to cover tuition for graduate students each year. This program improves Texas A&M's ability to attract the highest caliber graduate students. However, note that the tuition payments do not cover mandated University fees, which may total \$1,234 - \$1,487 per semester. Additional program fees and/or international student fees may apply.

One area where Texas A&M has identified the need for further resources is for graduate student support. In order for offer packages to be competitive, Texas A&M must find the resources needed to increase the base stipends on the order of \$5,000-10,000 per year, as well as find resources to support increasing tuition and to cover mandatory university fees on the order of \$5,000 per year (these are not covered at this time with tuition scholarships).

The Office of Graduate and Professional Studies has a team that works with various faculty and graduate programs to recruit incoming students. In addition, this team attends various graduate school fairs around the country to provide information to interested students about the wide range of graduate programs. Once a contact has been made with a prospective student, Texas A&M informs the relevant department for continued information. In addition, OGAPS also supports a number of competitive fellowship programs that can be used to attract high quality, diverse graduate students to the programs. These programs are outlined briefly below:

Pathways to the Doctorate Fellowships. Through the Pathways to the Doctorate program, Texas A&M is making fellowships available to undergraduate students from within the A&M System wishing to pursue

doctoral study in College Station. To qualify, students must be from a different institution within the A&M System. This fellowship includes a one-year, \$20,000 stipend and payment towards resident tuition and fees for two years.

Texas A&M University/The Association of Former Students Graduate Merit Fellowships. These fellowships are awarded through a college-level competition. The fellowships are designed to encourage high-quality applicants to enroll for the first time in graduate programs at Texas A&M. The departments make nominations at the college level and these awards are given for four years for doctoral students and one year for master's students. The doctoral award includes a one-year, \$25,000 stipend and four years of payment toward resident tuition and fees. The master's award includes a stipend of \$20,000 and a payment toward resident tuition and fees for one year.

Graduate Diversity Fellowships. This fellowship aims to attract students to Texas A&M who have a proven record of success in a diverse environment. Academic departments nominate prospective graduate students, and students are selected based on overall merit and the nominating department's statement of support. The fellowship provides funding for two years for master's students and three years for PhD students. For master's students, this fellowship includes a \$13,000 stipend and \$9,000 payment toward resident tuition and fees for two years. For doctoral students, the stipend level is \$18,000 per year and a \$9,000 payment toward resident tuition and fees for three years. The fellowship also includes an assistantship from the department of at least 25 percent effort or an equivalent scholarship.

VII. NATIONAL VISIBILITY

Identify any existing or projected programs and resources, not already identified above, to increase the national visibility and research reputation of your institution.

Over the last decade, Texas A&M has worked to identify and accomplish strategic initiatives that have propelled its capabilities in research and reaffirmed the University's heritage of infusing discovery in the classroom experience for students.

As a leader in research productivity, including a top-twenty ranking by the nation's leading research authority, the National Science Foundation, Texas A&M must continue to employ the highest standards of compliance and administration. Issues of research compliance and the ability to ensure safety, quality, and accountability remain among the highest priorities for research excellence. Texas A&M is enhancing the

existing practices and allocate resources in support of research compliance and administration.

In addition to the specific strategic research initiatives that have been discussed in other sections of this report, Texas A&M remains mindful of evolving needs and opportunities for research that may emerge. Texas A&M will continue to improve its ability to respond to national research initiatives through strategic engagement of federal agencies and national associations of land-grant and Tier One research institution peers. Additionally, Texas A&M is working to build on existing partnerships and create new corporate and industry partnerships to address issues that affect the business enterprise of Texas.

Texas A&M recently obtained membership in the National Academies' Government-University-Industry Research Roundtable, an organization that convenes senior-most representatives from government, universities, and industry to define and explore critical issues related to the national and global science and technology agenda that are of shared interest; to frame the next critical question stemming from current debate and analysis; and to incubate activities of on-going value to the stakeholders.

In July 2014, Texas A&M's vice president for research joined representatives from several other top research institutions in a media briefing titled "All Things Research 2014." The media roundtable session, sponsored by the Association of American Universities (AAU) and The Science Coalition, provided the top research officials from several institutions the opportunity to interact with key writers and their radio and television counterparts, and to spotlight the innovative and cutting-edge research conducted at the top universities around the nation.

As a comprehensive university, Texas A&M recognizes the solutions needed in technology, science, and engineering will need to be joined to the study of people and behaviors. Through thorough and strategic investment, Texas A&M will ensure the programs in arts, humanities, and social sciences have resources and opportunities that enable positive growth and output.

To ensure visibility for its research enterprise, Texas A&M will continue to communicate and promote the efforts of its faculty-researchers. Texas A&M's colleges publicize specific college research activities through well-placed news releases, social media networks, weekly columns such as *Pet Talk*, college-specific e-newsletters (such as *Texas A&M Engineering Weekly*), guest appearances on radio and television, college publications, and well-pitched stories. The Division of Marketing and Communications promotes the research enterprise through its weekly email newsletter, *Texas A&M Today*, which is supported with a website

(today.tamu.edu) as well as an extensive social media infrastructure.

The Division of Research is putting a public focus on the value of research at Texas A&M. In early 2014, the Division launched a website called “Research@Texas A&M” (research.tamu.edu), which provides an ever-expanding, user-friendly online showcase for the Texas A&M research enterprise, its projects, its products, and its people. In support of this site, the Division’s Communications and Public Relations team established and maintains a social media infrastructure – including Twitter, Facebook, Google+, Pinterest, YouTube, and Flickr – to connect with new audiences by expanding the website’s online footprint.

The Division’s Communications and Public Relations also has produced and distributed a series of interesting videos that promote Texas A&M research to various audiences. These videos tell stories about specific projects, their principal investigators, and their research teams. The videos are posted to Research@Texas A&M, YouTube and Vimeo, and are heavily promoted via the social media infrastructure. Communications and Public Relations also produces and publishes *Cornerstone*, the annual report for the Texas A&M University Institute for Advanced Study, which is distributed to the Institute’s stakeholders as well as to potential donors. A significant portion of *Cornerstone* is devoted to articles that explain the impact of the cutting-edge research conducted by Texas A&M faculty-researchers and graduate students in collaboration with the Institute’s nationally and internationally prominent Faculty Fellows.

**TEXAS A&M UNIVERSITY-CORPUS CHRISTI
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 18-02**

<u>Name</u>	<u>Present Rank Department</u>	<u>Yrs. Towards Tenure*</u> <u>Univ.</u>	<u>Other Inst.</u>	<u>Effective Date/Tenure</u>	<u>Education</u>	<u>Employment Towards Tenure</u>
COLLEGE OF SCIENCE AND ENGINEERING						
Dr. Sunil Mathur	Professor Mathematics and Statistics	0	7	Upon Approval by the Board and Faculty Arrival	Ph.D. (1999) University of Delhi	Fa 2010 – Sp 2011 Associate Professor University of Mississippi Fa 2011 – Sp 2014 Associate Professor University of Memphis Fa 2014 – Sp 2017 Professor Augusta University Fa 2017 Professor Texas A&M University-Corpus Christi

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

18.03.99.C0.01 Post-Season Athletics Competition

Approved: February 8, 2018

Next Scheduled Review: February 8, 2023



Procedure Statement

Texas A&M University-Corpus Christi recognizes the efforts of its coaches and administrators. As such, the university has developed this procedure to address compensation for post-season successes.

Reason for Procedure

The purpose of this university procedure is to establish the process by which Texas A&M University-Corpus Christi coaches and administrators are compensated for post-season successes.

Procedures and Responsibilities

1. GENERAL

- 1.1. Post-season bonuses are not guaranteed unless the individual is under contract. If approved, bonuses for coaches and administrators are awarded according to the One-Time Athletic Post-Season Performance Bonuses Matrix.
- 1.2. All post-season bonuses are dependent on coaches meeting and following athletic department policies and procedures in compliance, academics, and business operations.

2. PROCESS

- 2.1. Each one-time bonus, if applicable, is determined by the coaching position and the highest level of team championship won in an academic year. Details can be found in the One-Time Athletic Post-Season Performance Bonuses Matrix.
- 2.2. If funds are available, the Director of Athletics will submit recommendations for post-season bonuses to the President.

- 2.3. The President is responsible for approving all bonuses based on post-season success.
- 2.4. With the President's approval, the requests will be sent to the Payroll department for processing.

Related Statutes, Policies or Requirements

System Policy [*18.03, Post-Season Athletics Competition*](#)

University Procedure [*18.02.99.C0.01, Institutional Control of Intercollegiate Athletics*](#)
[*One-Time Athletic Post-Season Performance Bonuses Matrix*](#)

Contact Office

Contact for clarification and interpretation: Director of Intercollegiate Athletics
(361) 825-5542

One-Time Athletic Post-Season Performance Bonuses Matrix

	REGULAR SEASON OR CONFERENCE CHAMPIONS	CONFERENCE TOURNAMENT CHAMPIONS	CONFERENCE COMMISIONERS CUP AWARD	NCAA POST SEASON PARTICIPATION	POST SEASON PARTICIPATION -NON- NCAA (NIT, CIT, WBI, ETC.)	NCAA SWEET SIXTEEN OR TOP 10 FINISH	NCAA FINAL FOUR OR WORLD SERIES	NCAA (NATIONAL) CHAMPIONSHIP TEAMS
SPORTS								
Men's Basketball	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Basketball	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Baseball	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Volleyball	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Beach Volleyball	NA	NA	NA	per contract	per contract	per contract	per contract	per contract
Softball	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Soccer*	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Men's Tennis	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Tennis	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Golf	per contract	per contract	NA	per contract	per contract	per contract	per contract	per contract
Women's Indoor Track*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
Women's Outdoor Track*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
Men's Indoor Track*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
Men's Indoor Track*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
Men's Cross Country*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
Women's Cross Country*	per contract	NA	NA	per contract	per contract	per contract	NA	per contract
* Not all coaches in this sport are on contract.								
ADMINISTRATORS								
Director	NA	A	B	NA	NA	B	B	B
SWA	NA	A	A	NA	NA	B	B	B
*Assistant Coaches	C	C	NA	D	NA	C	C	C

FOOTNOTES:
A - Single payment of \$2500
B - One month salary
C - Single payment of \$1000
D - Single payment of \$500
NOTES:
All extra pay for extra work is payable at recommendation of the Director of Athletics with President's approval and only if funds are available.
Director and Assistant Director of Athletics may receive 1/2 month base pay for commissioner's award for men's and women's sports.
Each employee may receive only one instance of extra pay for extra work per fiscal year.

**TEXAS A&M UNIVERSITY-KINGSVILLE
RECOMMENDATIONS FOR TENURE
TENURE LIST NO. 18-02**

<u>Name</u>	<u>Present Rank Department</u>	<u>Yrs. Towards Tenure*</u>		<u>Effective Date/Tenure</u>	<u>Education</u>	<u>Employment Towards Tenure</u>
		<u>Univ./</u>	<u>Other Inst.</u>			
FRANK H. DOTTERWEICH COLLEGE OF ENGINEERING						
Dr. Afzel Noore	Professor Electrical Engineering and Computer Science	0	>15	Upon Approval by the Board and Faculty Arrival	Ph.D. (1987) West Virginia University	Fa 1987 – Sp 1992 Assistant Professor West Virginia University Fa 1992 – Sp 2007 Associate Professor (Tenured 1992) West Virginia University Fa 2007 – Fa 2017 Professor West Virginia University Sp 2018 Professor Texas A&M University-Kingsville

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

EXHIBIT

Resolution

Board of Regents
The Texas A&M University System

WHEREAS, the Women's Soccer Team won its seventh Lone Star Conference (LSC) Championship in program history, marking the most of any school in the conference; and

WHEREAS, five Lady Buffs were named to the All-Tournament Team as sophomore Khaline Jacob was named LSC Tournament Most Valuable Player; and

WHEREAS, the Lady Buffs earned the LSC's automatic bid to the NCAA Tournament marking the tenth time in program history; and

WHEREAS, the Women's Soccer Team won its first game in the NCAA Tournament since 2009 with a 1-0 victory over Angelo State, before losing 1-0 to UC-Colorado Springs in the second round; and

WHEREAS, the Lady Buffs won 11 games this season marking the 17th season of double-digit wins in program history, while six Lady Buffs earned All-Conference honors and two were named Academic All-Conference; now, therefore, be it

RESOLVED, that we, the members of the Board of Regents of The Texas A&M University System, gratefully recognize the accomplishments of the West Texas A&M University Women's Soccer Team on its outstanding season; and, be it, further

RESOLVED, that this resolution be included in the minutes, and official copies thereof be signed by the Chairman of the Board of Regents of The Texas A&M University System, and be presented to the West Texas A&M University Women's Soccer Team and to the Archives of West Texas A&M University as an expression of appreciation and respect for this team.

ADOPTED, this 8th day of February 2018.

Resolution

Board of Regents
The Texas A&M University System

WHEREAS, the Men's Cross Country Team made its fifth-straight appearance in the NCAA Division II National Championship, finishing 14th overall with a total of 412 points; and

WHEREAS, first year head coach Jake Krolick was named the Lone Star Conference (LSC) Men's Coach of the Year; and

WHEREAS, senior Owen Hind finished 40th at the NCAA Division II National Championship to earn All-American honors; Mr. Hind was also named the LSC Men's Cross Country Runner of the Year and the LSC Men's Cross Country Academic Runner of the Year; and

WHEREAS, the Buffs claimed their fifth-straight LSC Cross Country Championship with a total of 23 points; Mr. Hind claimed the Men's Individual title with a time of 25:59.98; now, therefore, be it

RESOLVED, that we, the members of the Board of Regents of The Texas A&M University System, gratefully recognize the accomplishments of the West Texas A&M University Men's Cross Country Team on its outstanding season; and, be it, further

RESOLVED, that this resolution be included in the minutes, and official copies thereof be signed by the Chairman of the Board of Regents of The Texas A&M University System, and be presented to the West Texas A&M University Men's Cross Country Team and to the Archives of West Texas A&M University as an expression of appreciation and respect for this team.

ADOPTED, this 8th day of February 2018.



The Stiles Farm Foundation

The Texas A&M University System

BUDGET
For the Calendar Year
2018

**STILES FARM FOUNDATION
REVENUE & EXPENSE
SUMMARY EXHIBIT**

	2016 Actual	2017 Estimate	2018 Budget
Operating Revenue			
Crop Sales	\$ 409,363	\$ 421,769	\$ 559,044
Livestock Sales	63,859	107,800	91,921
Farm Program Income	33,499	40,000	39,706
Total Operating Revenue	\$ 506,721	\$ 569,569	\$ 690,671
Operating Expense			
Crops	335,411	269,301	326,042
Livestock	20,297	10,000	24,612
Admin/General Farm Expenses	257,634	250,193	275,737
Depreciation	62,788	67,000	62,860
Total Operating Expenses	\$ 676,130	\$ 596,494	\$ 689,251
Net Income (loss) from Operations	\$ (169,409)	\$ (26,925)	\$ 1,420
Non-Operating Revenue			
Interest & Cooperative Dividend Income	20,444	24,126	39,420
Rental	93,590	10,000	10,000
Gifts and Grants	-	52,000	3,200
Gain on Production Livestock Sold	24,649	15,000	-
Other Income (Oil Lease Bonus)	8,815	99,086	-
Gain (loss) on Sale of Property and Equipment	-	2,000	-
Realized Gain (loss) on Investments	7,186	-	-
Unrealized Gain (loss) on Investments	32,041	-	-
Total Non-Operating Revenue	\$ 186,725	\$ 202,212	\$ 52,620
Non-Operating Expenses			
Contributions and Donations	408	6,500	6,500
Field Day and Demonstrations Costs	2,766	2,634	2,500
Scholarships	14,500	8,327	15,000
Total Non-Operating Expenses	\$ 17,674	\$ 17,461	\$ 24,000
Net Non-Operating Income (Loss)	\$ 169,051	\$ 184,751	\$ 28,620
Total Net Income	\$ (358)	\$ 157,826	\$ 30,040

STILES FARM FOUNDATION
Summary Balance Sheet
as of December 31, 2016

ASSETS

Current assets:

Cash and cash equivalent

Cash	\$ 508,742
Investments	61,241
Accounts Receivable	35,639
Inventories	207,929
Prepaid expenses	<u>50,908</u>

Total current assets \$ 864,459

Property and equipment, net 989,844

Other assets:

Investments in cooperatives	16,118
Investment pool	<u>1,387,528</u>

Total other assets 1,403,646

Total assets \$ 3,257,949

LIABILITIES AND NET ASSETS

Current liabilities:

Accounts payable	\$ 62,783
Accrued compensation	3,200
Unearned rental revenue	<u>1,373</u>

Total current liabilities \$ 67,356

Net assets:

Unrestricted	
Board designated	1,808,205
Undesignated	<u>1,190,040</u>
Total unrestricted	\$ 2,998,245

Temporarily restricted	102,485
Permanently restricted	<u>89,863</u>
Total restricted	<u>192,348</u>

Total net assets 3,190,593

Total liabilities and net assets \$ 3,257,949

THE STILES FARM FOUNDATION

OUTLOOK FOR 2018

As a research/demonstration farm, the Stiles Farm Foundation utilizes management decision aids that incorporate input costs and expected revenue based on projected yields and prices.

Enterprise accounting identifies potential profit areas so resources can be focused toward profitable activity. The services of the Farm Assistance program of Texas A&M AgriLife Extension Service are utilized to identify the most profitable enterprise mix based on projections and historical data. The current enterprise mix includes cattle, corn, cotton, hay, grain sorghum, wheat and small grains for grazing.

An assessment of the current and near term farm environment points to the challenges faced by the industry as a whole and can provide guidance to Texas A&M AgriLife Extension Services efforts to address the needs of its agricultural clientele.

Wet early season conditions started the grain crop off strong. However, dry conditions after mid-season fertilization kept yield potential only slightly above average on corn. Grain sorghum was a highlight of 2017 production. It yielded almost 1,000 lbs. more per acre than our 12 year average. Cotton struggled early in the growing season, but some late season rainfall helped recover some potential production. Ginning of our cotton has not been completed yet, but we expect our yields to be right around our long term average.

The cow calf operation has grown slightly to 140-150 exposed females every year. It is expected to remain at these numbers or slightly below as efforts are made to improve forage availability and weed control in pastures. Weaning rates are between 85% - 90% which are above state averages but still have room for improvement.

Included in the 2018 budget estimate is increased funding to start a horticulture program on the farm. This will include at least one additional staff member and offsetting revenue projections. Until the program gets underway it is difficult to accurately predict crop revenue, however we feel the educational opportunities in horticulture for the public are so vast, it is an area the farm needs to incorporate into its annual operation.

The 2018 budget reflects government payment support values based on the 2014 farm bill. Under the new bill, there will be considerably less certainty of payments due to the elimination of direct payments. Budget numbers are based on stable cotton and grain prices, stronger cattle prices, and expected stable energy, fertilizer and other input costs.

The longer term outlook (Figure 1) indicates a steady Net Income with stable operating returns and investment returns. Projected risk in Net Income indicates a 50% probability of the foundation realizing a 2018 Net Income in a range from negative \$75,000 to positive \$80,000. Figure 2 illustrates the outlook and risk in the farm's operating cash position. The operation begins 2018 with an estimated \$300,000 in operating funds. The outlook through 2022 has the farm improving the operating cash position on average, with the possible accumulated ending cash position in 2022 ranging from \$406,000 to \$1.29 million.

STILES FARM FOUNDATION
Itemized Operating Budget

	2016	2017	2018
	Actual	Estimate	Budget
Operating Revenue			
Cotton	\$ 65,566	\$ 125,687	\$ 172,180
Grain	300,597	226,571	232,772
Hay	42,550	18,000	20,000
Specialty Production	650	51,511	134,092
Cattle	63,859	107,800	91,921
Farm Program Income	33,499	40,000	39,706
Total Operating Revenue	\$ 506,721	\$ 569,569	\$ 690,671
Operating Expense			
Cotton Stripping	-	17,600	20,837
Grain Combining	51,156	33,081	47,427
Grain Storage	13,032	2,000	-
Fertilizer	117,441	69,000	106,675
Hay Baling	22,724	9,000	10,650
Chemicals	45,259	48,000	52,123
Contract Services	21,844	16,620	5,828
Seed	61,425	74,000	67,502
Specialty Production	2,530	-	15,000
Total Crop Production	\$ 335,411	\$ 269,301	\$ 326,042
Feed	17,249	9,000	22,753
Veterinary	3,048	1,000	1,859
Total Livestock Production	\$ 20,297	\$ 10,000	\$ 24,612
Accounting	3,141	4,400	5,000
Audit	9,000	9,000	9,000
Insurance	43,960	49,311	48,637
Management Services	96,127	93,661	87,400
Salaries and Wages	45,150	49,000	79,100
Office Expense	2,903	1,200	1,200
Building Maintenance	17,367	16,000	4,500
Equipment Repairs	12,292	10,000	10,000
Payroll Taxes	3,868	1,500	2,500
Dues and Subscriptions	-	500	600
Licenses, Fees, and Permits	148	600	600
Telephone	3,308	3,000	3,200
Vehicle Inspection	122	100	200
Tires, Fuel, Lube	6,066	6,000	10,000
Tools and Farm Supplies	3,895	1,000	2,000
Travel and Conferences	1,935	1,500	6,800
Utilities	8,352	3,421	5,000
Total Admin and General Expense	\$ 257,634	\$ 250,193	\$ 275,737
Depreciation	\$ 62,788	\$ 67,000	\$ 62,860
Total Operating Expenses	\$ 676,130	\$ 596,494	\$ 689,251
Net Income (loss) from Operations	\$ (169,409)	\$ (26,925)	\$ 1,420

THE STILES FARM FOUNDATION

ORGANIZATION

The Stiles Farm Foundation was established as a self-supporting, non-profit institution by bequest of the late J.V. and H.A. Stiles. The Board of Regents of The Texas A&M University System accepted trusteeship of the foundation as requested in the Stiles brothers' will on September 23, 1961.

The Stiles Farm Foundation consists of 2,716 acres of land adjacent to the town of Thrall and 131 acres near Lake Granger in Williamson County, Texas. A total of 513.5 acres of land is restricted to corpus and can never be sold, mortgaged or disposed of by the trustees.

As outlined in the will, the farm has been operated as a research/demonstration farm utilizing management practices and techniques that are progressive and innovative, but practical so that farmers can identify and incorporate accepted practices into their existing operations.

Under the leadership of the Director of the Texas A&M AgriLife Extension Service, specialists with the Extension Service, working in conjunction with researchers of the Texas A&M AgriLife Research, establish demonstrations where research-proven practices are incorporated into the ongoing farming operation. They are working toward a goal of assisting farmers in obtaining better yields, improved quality and increased efficiency.

The Stiles Farm Foundation further benefits the public service and educational efforts of the agricultural state agencies of The Texas A&M University System by applying proceeds from farming production to academic scholarships, local community public service, special events and field demonstrations.

STILES FARM FOUNDATION

Accounting, Budgeting and Management Information

The Foundation has adopted principles recommended by the American Institute of Certified Public Accountants for commercial agricultural producers. Some significant aspects of these are listed as follows:

A. Inventories

Inventories of hay, grain and cattle held for sale are valued using the Farm Price method of valuation which is the current market price less the estimated cost of disposal.

B. Revenue Recognition

The farm recognizes revenue on grain and hay at the time of harvest. Revenue from cattle is recognized at the time of weaning. The revenue is recorded at the current market price less estimated cost of disposal. Subsequent sales result in an increase or decrease in the recognized revenue by the difference between the amount inventoried and the amount realized. The current revenue also reflects the adjustments of inventory value to the current market price less estimated cost of disposal.

Government program payments are recorded as income in the year received. Royalty income is recorded as income in the year received.

C. Fixed Assets

Land, equipment and buildings acquired by bequest are stated at the estimated fair market value at the date of bequest. All subsequent acquisitions are stated at cost and, except for land, are depreciated on the straight-line method over the estimated useful lives of the various assets. Expenditures for additions and major improvements are capitalized and expenditures for maintenance and repairs are charged to earnings as incurred. When properties are retired or otherwise disposed of, the cost thereof and the applicable accumulated depreciation is removed from the respective accounts and the resulting gain or loss is reflected in earnings. A gain or loss is not recognized on trade-ins when the fair value of the asset is usually recorded at the cash paid plus the book basis of the trade-in. If the fair value is easily and accurately obtained a gain or loss on the trade-in is recognized, if appropriate.

D. Income Taxes

The Foundation is a non-profit entity and does not have activities subject to federal or state income taxes. It does, however, file a Form 990, Return for Organizations Exempt from Federal Income Taxes with the IRS.

◆ Fixed Assets

Fixed assets are stated at cost, except that land acquired by bequest is stated at the estimated fair market value at the date of bequest. A summary of assets and related depreciation is shown below.

	Audited 2016
Land	\$ 633,080
Building and improvements	463,705
Machinery and equipment	897,138
Fences	194,437
Roads and terraces	220,202
Production livestock	<u>137,349</u>
 Total property and equipment	 2,545,911
 Less: Accumulated depreciation	 <u>(1,556,067)</u>
 Property and equipment, net	 <u><u>\$ 989,844</u></u>

◆ Other Assets

Investments in Texas Cotton Growers Association and Plains Cotton Cooperative Associations, agricultural cooperatives, are recorded at cost and represent long-term investments acquired through non-cash patronage dividends. These dividends or “book credits” represent a pro-rata share of the cooperatives earnings which are normally allocated to cooperative patrons on an annual basis. The book credits are refunded in cash to the patrons whenever excess cash earnings are accumulated by the cooperatives. The investment is not readily marketable, and transfer or sale, other than back to the issuing cooperative, is usually restricted or prohibited. The investment is acquired as a result of doing business with the cooperative and is not acquired in expectation of a return on investment.

◆ Restricted Investments

The Trustees of the Foundation have established a policy that proceeds of 501.92 acres of land sold during 1996 shall be retained and invested, with the income from the investments being made available only for maintenance, repair and upgrades of the farm property and equipment. At August 31, 2017, cash balances and investments totaled \$1,710,890 which

includes \$1,334,340 in an investment pool under the direction of The Texas A&M University System and \$376,550 in a bank money market account for future use.

◆ **Cash Flow**

The nature of dry land row crop farming requires substantial cash flow outflows in the early part of the calendar year. The resulting fall harvest and cash inflows occur in the last quarter of the year. The negative cash flow effect of this fact is that as much as 80% of total expenditures are made before any funds are received in a given year. Farm expenditures are paid from an operating checking account, which draws money from cash invested in money market accounts that are available for immediate use as costs of planting and production are incurred. Cash not needed for operations reside in an investment pool.

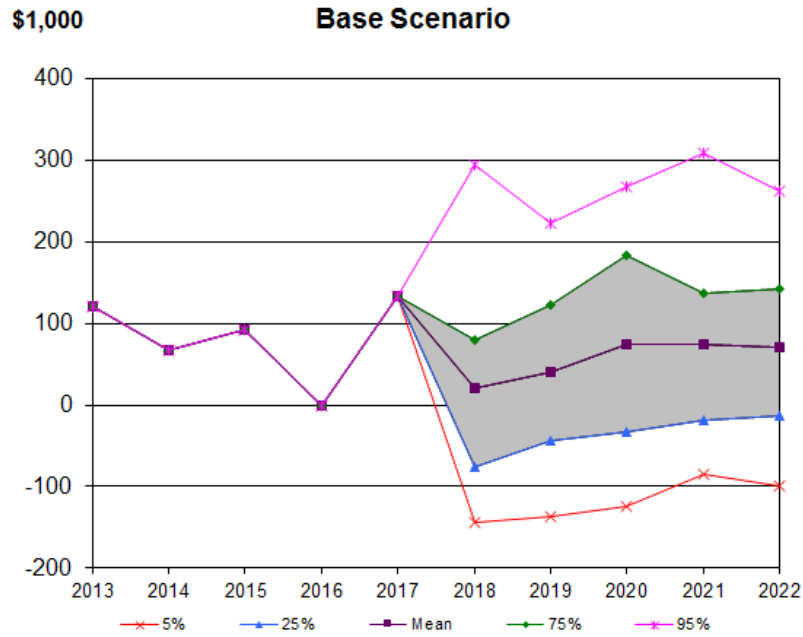
◆ **Personal Services**

The Stiles Farm Foundation Trustees provide management supervisory services through the staff of the Texas A&M AgriLife Extension Service. The farm reimburses these costs including the value of any fringe benefits and travel. Farm housing is provided for the farm manager to reside at the Stiles Farm Foundation headquarters location. Two to three employees are employed by the Stiles Farm as tractor drivers and general laborers. The 2017 budget for these personnel reflects a pay range of \$7.50 to \$11 per hour, plus benefits for full time employees.

◆ **Land Bequest**

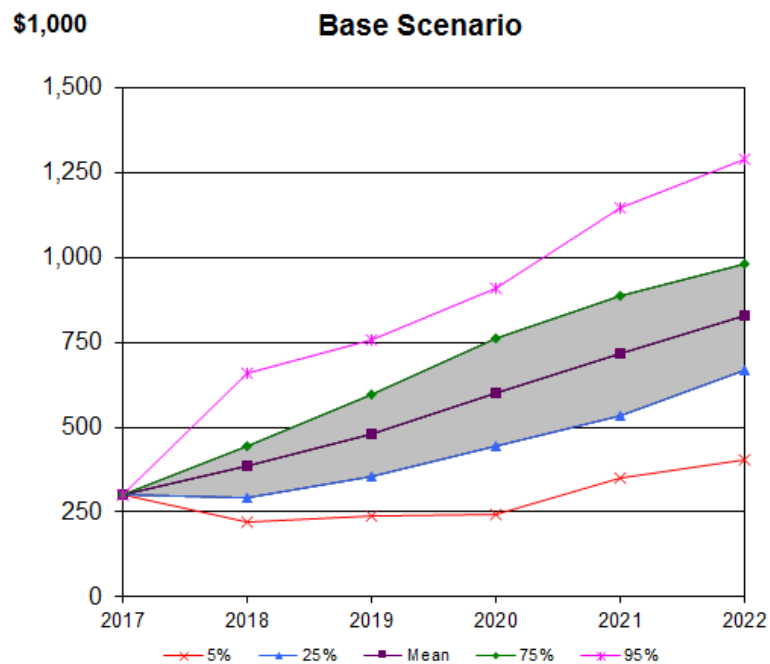
In 1999, the Foundation received a bequest of 131.05 acres of land from the Mary Pitman Living Trust, to be managed as an endowment for the promotion of agriculture. The property may not be sold for twenty years, and if sold, the proceeds are to be used for the use and promotion of agriculture. Based on 1999 appraisal, the land has been recorded at the appraised value of \$104,840.

Figure 1. Projected Variability in Net Income.



Note: Percentages indicate the probability that Net Farm Income is below the indicated level.
The shaded area contains 50% of the projected outcomes.

Figure 2. Projected Variability in Operating Cash Reserves.



Note: Percentages indicate the probability that Net Farm Income is below the indicated level.
The shaded area contains 50% of the projected outcomes.