

Consent Agenda Items

Meeting

of the

Board of Regents

November 12, 2026

INDEX OF ACTION ITEMS SUBMITTED FOR BOARD CONSIDERATION AND APPROVAL

MEETING OF THE BOARD OF REGENTS
THE TEXAS A&M UNIVERSITY SYSTEM
November 12, 2026, College Station, Texas

1. COMMITTEE ON FINANCE

1.1) Approval of New Graduate Program Fees at Tarleton State University and East Texas A&M University for Fall 2027 Semester, A&M System

1.2) Approval of Revisions to System Policy *22.01, System Investment*, A&M System

2. COMMITTEE ON AUDIT AND RISK MANAGEMENT
(No agenda items)

3. COMMITTEE ON FACILITIES PLANNING AND CONSTRUCTION

Facilities Planning & Construction Items

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

3.2) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Fowler, Hughes & Schuhmacher Halls Plumbing Riser Replacement Project, Texas A&M University, College Station, Texas (Project No. 02-3466), A&M System

3.3) Approval of the Revised Project Scope and Increased Budget, Appropriation for Construction Services, and Approval for Construction for the Residence Hall Project, Prairie View A&M University, Prairie View, Texas (Project No. 05-3447), PVAMU

3.4) Approval of the Revised Project Scope and Increased Budget, Appropriation for Construction Services, and Approval for Construction for the Sea Turtle Rehabilitation Hospital and Educational Outreach Center Project, Texas A&M University at Galveston, Galveston, Texas (Project No. 10-3368), A&M System

3.5) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Health Education and Research Building (McAllen) Project, Texas A&M University Health Science Center, McAllen, Texas (Project No. 23-3423), A&M System

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

3.6) Approval of the Project Scope and Budget, Appropriation for Construction Services, and Approval for Construction for the Underwood Hall Shower Replacements & Fire Alarm System Upgrade Project, Texas A&M University, College Station, Texas (Project No. 2024-06499), Texas A&M

3.7) Approval of the Project Scope and Increased Budget, Appropriation for Construction Services, and Approval for Construction for the CEA Research Greenhouse Project, AgriLife Research, Dallas, Texas (Project No. 23-007), AgriLife Research

3.8) Approval to Amend the FY 2027 – FY 2031 A&M System Capital Plan to Add the Agriculture Center Tornado Shelter Project for Tarleton State University with an FY 2027 Start Date and Appropriate Funding for Pre-Construction Services (Project No. 04-3507), Tarleton

3.9) Approval to Amend the FY 2027 – FY 2031 A&M System Capital Plan to Add the Community Safe Room Project for Texas A&M University-Central Texas with an FY 2027 Start Date and Appropriate Funding for Pre-Construction Services (Project No. 24-3510), A&M-Central Texas

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

Real Estate Items

3.10) *Authorization to Negotiate and Execute a Ground Lease on Approximately 5.0411 Acres of Land in Brazos County, Texas, Texas A&M

3.11) *Authorization to Grant a Conditional Roadway Easement to the Texas Department of Transportation for the Addition of an Expanded U-turn Area on Texas Avenue at the Intersection of North Rosemary Drive in College Station, Brazos County, Texas, Texas A&M

3.12) *Authorization to Negotiate and Execute an Amendment to and Transfer of a Conservation Easement from the Caesar Kleberg Wildlife Research Institute to the Texas Agricultural Land Trust, Texas A&M-Kingsville

3.13) *Authorization to Negotiate and Execute a Lease of Space in 3 Park Central Located at 12700 Park Central Drive, Dallas, Dallas County, Texas, TTI

3.14) *Authorization to Negotiate and Execute a Lease of Space in Burnet Plaza Located at 7600 Burnet Road, Austin, Travis County, Texas, TTI

4. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

(No agenda items)

5. COMMITTEE ON RESEARCH

(No agenda items)

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

6. COMMITTEE ON MEDICAL AND HEALTH AFFAIRS

6.1) *Authorization for the President to Negotiate and Execute an Agreement and Other Related Documents for Specialized Medical Education Services with Houston Methodist, Texas A&M

6.2) *Authorization for the President to Negotiate and Execute a Master Affiliation Agreement and Other Related Documents for Specialized Medical Educational Services between Texas A&M University Health Science Center and St. Joseph Services Corporation, d/b/a CHI St. Joseph Health System, Texas A&M

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

7.1) *Authorization for the President to Negotiate and Execute New Employment Contracts for the Head Men's Golf Coach, Head Women's Golf Coach, and Head Softball Coach, ETAMU

7.2) *Authorization for the President to Negotiate and Execute New Employment Contracts for the Head Track Coach, Head Women's Tennis Coach, Equestrian Head Coach; and an Amendment to the Existing Employment Contract for the Head Baseball Coach, Texas A&M

7.3) *Authorization for the President to Negotiate and Execute New Employment Contracts for the Head Men's and Women's Tennis Coach and Head Women's Golf Coach, A&M-Corpus Christi

7.4) *Authorization for the Chancellor to Negotiate and Execute Agreements and Related Documents with the United States Department of Homeland Security, A&M System

8. CONSENT AGENDA ITEMS

8.1) Approval of Minutes, BOR

8.2) Designation of the *Regents Professor Awards* and the *Regents Fellow Service Awards* for Exemplary Performance and Professional Service During Fiscal Year 2025-2026, A&M System

8.3) Granting of the Title of Emeritus, November 2026, The Texas A&M University System, A&M System

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

8.5) Approval of Revisions to System Policy *29.02, Information Security*, A&M System

Appointments of Interim Provost, Vice Provost and Associate Provost

8.6) Appointment of Associate Provost and Associate Vice President for Curriculum, Data and Compliance of Tarleton State University, Tarleton

8.7) Appointment of Associate Provost for Retention and Completion and Dean of Graduate Studies of Tarleton State University, Tarleton

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

8.8) Appointment of Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support of Texas A&M University-Kingsville, Texas A&M-Kingsville

8.9) Appointment of Vice Provost for Undergraduate Education, Curriculum and Global Engagement of Texas A&M University-Kingsville, Texas A&M-Kingsville

Tenure

8.10) Approval of Academic Tenure, November 2026
- A) East Texas A&M University
- B) Prairie View A&M University
- C) Tarleton State University
- D) Texas A&M International University
- E) Texas A&M University
- F) Texas A&M University-Central Texas
- G) Texas A&M University-Kingsville
- H) Texas A&M University-Texarkana
- I) Texas A&M University-Victoria
- J) Texas A&M University-Victoria

Approval of New Degree Programs

Tarleton State University

8.11) Approval of a New Bachelor of Science and Bachelor of Applied Arts and Sciences Degree Programs with a Major in Logistics and Supply Chain Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

8.12) Approval of a New Professional Science Master's Degree Program with a Major in Applied Biosciences and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

8.13) Approval of a New Doctor of Business Administration Degree Program with a Major in Entrepreneurship and Community Resilience and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Tarleton

Texas A&M University-Kingsville

8.14) Approval of a New Bachelor of Science Degree Program with a Major in Conservation Law Enforcement and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M-Kingsville

8.15) Approval of a New Bachelor of Science Degree Program with a Major in Outdoor Enterprise Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board, Texas A&M-Kingsville

Texas A&M University-San Antonio

8.16) Approval of a New Doctor of Philosophy Degree Program in Integrative Genetics and Genomics and Authorization to Request Approval from the Texas Higher Education Coordinating Board, A&M-San Antonio

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

Texas A&M University-Texarkana

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

8.18) Approval of a New Doctor of Business Administration Degree Program with a Major in Business Administration and Authorization to Request Approval from the Texas Higher Education Coordinating Board, TAMUT

Namings

Tarleton State University

8.19) *Naming of the Dean's Suite within the Dr. Lamar Johanson Science Building, Tarleton

Texas A&M University

8.20) *Naming of the Hunter Seat Arena at the Thomas G. Hildebrand, DVM ’56 Equestrian Complex, Texas A&M

8.21) *Naming of the Rodeo and Western Sports Facility at the Texas A&M University Rodeo and Equine Facilities, Texas A&M

8.22) *Naming of Room 232 in the Zachry Engineering Education Complex, Texas A&M

8.23) *Naming of Spaces in the Law and Education Building, Texas A&M

8.24) *Naming of Areas in Various Buildings and Facilities located on the Campus of Texas A&M University at Galveston, Texas A&M

Texas A&M University-Texarkana

8.25) *Naming of Facilities on the Campus of Texas A&M University-Texarkana, TAMUT

Texas A&M AgriLife Extension

8.26) *Naming of a Room and Area in the 4-H Headquarters Building, AgriLife Extension

Texas A&M AgriLife Research

8.27) *Naming of Room in the High Plains AgriLife Research and Extension Center, AgriLife Research

Centers and Institutes

8.28) Establishment of the Center for the Study of War and Society, Texas A&M

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov’t Code § 551.1281; Tex. Gov’t Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

Mission Statement

8.29) Approval of Amended Mission Statement and Authorization to Provide Notification to the Texas Higher Education Coordinating Board, Tarleton

Stiles Farm Foundation

8.30) Approval of 2027 Stiles Farm Foundation Budget, AgriLife Extension

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

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

**Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.*

PLACEHOLDER

This Item has not been finalized

AGENDA ITEM BRIEFING

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

Subject: Designation of the ***Regents Professor Awards*** and the ***Regents Fellow Service Awards*** for Exemplary Performance and Professional Service During Fiscal Year 2025-2026

Proposed Board Action:

Grant the designation of Regents Professor to 16 faculty members and of Regents Fellow to 11 agency service, extension and research professionals within The Texas A&M University System (A&M System) universities and agencies for exemplary performance and professional service during FY 2025-2026.

Background Information:

The A&M System Board of Regents (Board) established the Regents Professor Award program in 1996 to recognize and honor faculty members who have made exemplary contributions to the academic institutions and to the people of the state of Texas. Since its adoption, 340 faculty members from academic institutions across the A&M System have been recognized with this prestigious award.

The Regents Fellow Service Award, an analogous program developed to recognize exceptional service by professionals in the A&M System agencies, was established by the Board in 1997. To date, 214 agency professionals have been recognized.

A call for nominations for the Regents Awards designation for exemplary performance and professional service during FY 2025-2026 was distributed to all A&M System Chief Executive Officers. The Chancellor's Office received 16 nominations for the Regents Professor award and 11 nominations for the Regents Fellow Service award. Per award guidelines, A&M System-level committees reviewed all nominations for eligibility requirements and 27 nominees were recommended for approval to the Chancellor and, upon his concurrence, are being brought to the Board as candidates for Regents Awards designation.

The Regents Award provides the following benefits.

(a) Award recipients are designated as a "Regents Professor" or "Regents Fellow" and retain this title for the duration of their service/employment within the A&M System.

(b) Recipients receive a $15,000 stipend, payable in the amount of $5,000 for three consecutive years as a non-base award. The stipend is funded from each respective institution and agency through the normal budgeting process.

(c) Regents Professors and Regents Fellows are presented a special commemorative medallion bearing the seal of the A&M System and a certificate signed by the Chairman of the Board of Regents and the Chancellor, designating the recipient as a Regents Professor or Regents Fellow.

(d) Regents recipients may wear the A&M System medallion on occasions when appropriate for their respective university or agency.

A&M System Funding or Other Financial Implications:

The university or agency that employs the recipient provides the funds. Other expenses are funded through A&M System Offices.

Strategic Plan Driver(s) this Item Advances:

The Regents Awards advance all four of the A&M System's Strategic Plan Drivers of Impact by recognizing and retaining outstanding faculty and professionals whose contributions strengthen Student Success, advance Research & Innovation, support Community Advancement, and enhance Mission Enablement through excellence in teaching, research, extension, and service.

Agenda Item No. 8.2

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Chancellor
October 9, 2026

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

Subject: Designation of the ***Regents Professor Awards*** and the ***Regents Fellow Service Awards*** for Exemplary Performance and Professional Service During Fiscal Year 2025-2026

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System hereby grants the designation of 'Regents Professor' for exemplary performance during FY 2025-2026 to the following 16 faculty members, effective immediately:

Dr. Nurul M. Alam, Texas A&M University-Texarkana

Dr. Mark Benden, Texas A&M University

Dr. Orion Ciftja, Prairie View A&M University

Dr. Francois Gabbai, Texas A&M University

Dr. Christopher M. Hearon, Texas A&M University-Kingsville

Dr. LaVelle Hendricks, East Texas A&M University

Mr. Felix Mormann, Texas A&M University

Dr. Seth Murray, Texas A&M University

Dr. Rodolfo Nayga Jr., Texas A&M University

Dr. Michael J. O'Brien, Texas A&M University-San Antonio

Dr. Luis Tedeschi, Texas A&M University

Dr. Maria del Carmen Tejeda-Delgado, Texas A&M University-Corpus Christi

Dr. Shannon Van Zandt, Texas A&M University

Dr. Shelley Wachsmann, Texas A&M University

Dr. Bryant M. Wyatt, Tarleton State University

Dr. Renyi Zhang, Texas A&M University

The Board of Regents of The Texas A&M University System hereby grants the designation of 'Regents Fellow' for exemplary professional service during FY 2025-2026 to the following 11 agency service, extension and research professionals, effective immediately:

Mr. Robert E. Brydia, Texas A&M Transportation Institute

Dr. Angela Bohannon Burkham, Texas A&M Agrilife Extension Service

Dr. James C. Cathey, Texas A&M Agrilife Extension Service

Mr. David E. Coatney, Texas A&M Engineering Extension Service

Mr. Jacob Donellan, Texas A&M Forest Service

Mr. David Marquez, Texas Division of Emergency Management

Dr. Natriez Peterson, Prairie View A&M University Extension

Dr. Yuxiang Sun, Texas A&M AgriLife Research

Ms. Blair Walsh, Texas Division of Emergency Management

Ms. Deidra White, Texas A&M Engineering Experiment Station

Dr. Fujie Zhou, Texas A&M Transportation Institute"

Respectfully submitted,

[SIGNED BY]

Glenn Hegar
Chancellor

System Approval Recommended:

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

Ryan C. Griffin
Vice Chancellor and
Chief Financial Officer

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Agenda Item No. 8.3

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor for Academic Affairs
September 10, 2026

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

Subject: Granting of the Title of Emeritus, November 2026, The Texas A&M University System

In accordance with System Policy *31.08, Emeritus*, the designation of "Emeritus," to be added to the rank or position upon retirement of a person, may be granted by the board upon the recommendation of the chancellor.

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

I recommend adoption of the following minute order:

> **"In recognition of long and distinguished service to The Texas A&M University System, the Board of Regents hereby confirms the recommendation of the chancellor and confers the title of "Emeritus" upon the individuals as shown in the attached exhibit, Emeritus Title List No. 27-01, and grants all rights and privileges of this title."**

Respectfully submitted,

[SIGNED BY]

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

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 8.3
EXHIBIT

THE TEXAS A&M UNIVERSITY SYSTEM
CONFIRMATION OF EMERITUS TITLES
EMERITUS TITLE LIST NO. 27-01

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
TEXAS A&M UNIVERSITY				
Dr. Glenn Agnolet	41	Professor	Professor Emeritus of Physics & Astronomy	Upon Approval by the Board and the Honoree's Retirement
Dr. Siu Ah Chin	42	Professor	Professor Emeritus of Physics & Astronomy	Upon Approval by the Board and the Honoree's Retirement
Dr. Leighton Brett Cooke	40	Professor	Professor Emeritus of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement
Dr. Timothy Alden Davis	12	Professor	Professor Emeritus of Computer Science & Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. John F. Edens	19	Professor	Professor Emeritus of Psychological & Brain Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Debra Fowler	22	Executive Director	Executive Director Emerita of the Center for Teaching Excellence	Upon Approval by the Board and the Honoree's Retirement
Dr. Nicholas David Jeffery	10	Professor	Professor Emeritus of Small Animal Clinical Sciences	Upon Approval by the Board and the Honoree's Retirement
Dr. Christoph Frederick Konrad	31	Professor	Professor Emeritus of Global Languages & Cultures	Upon Approval by the Board and the Honoree's Retirement
Mr. Michael O'Brien	18	Professor	Professor Emeritus of Architecture	Upon Approval by the Board and the Honoree's Retirement

System Member Honoree	Years of Service	Current Rank	Title Conferred	Effective Date
Dr. Kyeong Park	12	Professor	Professor Emeritus of Marine & Coastal Environmental Science	Upon Approval by the Board and the Honoree's Retirement
Ms. Nancy Anne James Street	37	Instructional Professor	Instructional Professor Emerita of Communication & Journalism	Upon Approval by the Board and the Honoree's Retirement
[1] Dr. Ramesh Talreja	25	Senior Professor	Professor Emeritus of Aerospace Engineering	Upon Approval by the Board and the Honoree's Retirement
Ms. Deborah Wright	45	Associate Vice President	Associate Vice President Emerita of Budget & Planning	Upon Approval by the Board and the Honoree's Retirement
Dr. Wenhao Wu	20	Associate Professor	Associate Professor Emeritus of Physics & Astronomy	Upon Approval by the Board and the Honoree's Retirement
Dr. David Carl Zawieja	35	Regents Professor	Regents Professor Emeritus of Medical Physiology	Upon Approval by the Board and the Honoree's Retirement
Dr. Jianxin Zhou	38	Professor	Professor Emeritus of Mathematics	Upon Approval by the Board and the Honoree's Retirement

[1] Dr. Ramesh Talreja served as a Professor at Texas A&M University from 2001 until his retirement on August 31, 2026. Effective September 1, 2026, he was rehired as Senior Professor.

TEXAS A&M UNIVERSITY-CENTRAL TEXAS

Dr. Jerry Jones	27	Professor	Professor Emeritus of History	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M UNIVERSITY-KINGSVILLE

Dr. David Cutton	15	Associate Professor	Professor Emeritus of Kinesiology	Upon Approval by the Board and the Honoree's Retirement
Dr. Maribel González-García	28	Regents Professor	Regents Professor Emerita of Chemistry	Upon Approval by the Board and the Honoree's Retirement
Dr. Sung-Won Park	37	Professor	Professor Emeritus of Electrical Engineering	Upon Approval by the Board and the Honoree's Retirement
Dr. Rafael Perez-Ballestero	28	Professor	Professor Emeritus of Biology	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M UNIVERSITY-SAN ANTONIO

Dr. Kathleen Welsh	21	Professor	Professor Emerita of Management	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M UNIVERSITY-VICTORIA

Dr. J. Keith Akins	18	Professor	Professor Emeritus of Criminal Justice	Upon Approval by the Board and the Honoree's Retirement
Mrs. Karen Locher	43	Librarian	Librarian Emerita	Upon Approval by the Board and the Honoree's Retirement
Dr. Massoud Metghalchi	35	Professor	Professor Emeritus of Finance	Upon Approval by the Board and the Honoree's Retirement
Dr. George Allen Rasmussen	22	Provost	Provost Emeritus	Upon Approval by the Board and the Honoree's Retirement

TEXAS A&M AGRILIFE EXTENSION SERVICE

Dr. Bruce Carpenter	41	Professor and Extension Livestock Specialist	Professor and Extension Livestock Specialist Emeritus	Upon Approval by the Board and the Honoree's Retirement

Mrs. Shannon Deforest	36	County Extension Agent ANR	County Extension Agent ANR Emeritus	Upon Approval by the Board and the Honoree's Retirement
Mrs. Jana Osbourn	35	Regional Program Leader Family & Community Health / 4-HYD	Regional Program Leader Family & Community Health / 4-HYD Emeritus	Upon Approval by the Board and the Honoree's Retirement
Mr. Tommy Phillips	29	County Extension Agent ANR	County Extension Agent ANR Emeritus	Upon Approval by the Board and the Honoree's Retirement
Dr. Tony Provin	30	Professor and Extension Specialist	Professor and Extension Specialist Emeritus	Upon Approval by the Board and the Honoree's Retirement
Mrs. Katie Sotzing	24	County Extension Agent FCH	County Extension Agent FCH Emeritus	Upon Approval by the Board and the Honoree's Retirement

Agenda Item No. 8.4

AGENDA ITEM BRIEFING

Submitted by: Janet Gordon, System Ethics and Compliance Officer
The Texas A&M University System

Subject: Confirmation of Appointment and Commissioning of Peace Officers

Proposed Board Action:

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

Background Information:

Presidents of member universities and the Director of the Texas A&M Forest Service are authorized by system policy to appoint and commission campus police and Texas A&M Forest Service employees as peace officers, subject to confirmation by the Board of Regents.

A&M System Funding or Other Financial Implications:

None.

Strategic Plan Driver (s) this Item Advances:

The appointment and commissioning of peace officers within the A&M System directly support the Strategic Drivers of Impact by ensuring a safe, secure, and resilient environment across all member institutions. Through Mission Enablement, commissioned peace officers provide the public safety infrastructure necessary for the A&M System to operate effectively and at scale. By protecting students, faculty, staff, researchers, and visitors, they contribute to Student Success by fostering environments where learning and leadership development can thrive. Their role in safeguarding research facilities, intellectual assets, and critical infrastructure supports Research & Innovation, enabling groundbreaking discoveries and solutions. Additionally, through partnerships with local, state, and federal agencies, as well as their service to communities across Texas, A&M System peace officers advance Community Advancement by extending expertise, enhancing public safety, and strengthening public trust. Collectively, the appointment and commissioning of peace officers serve as a foundational force multiplier that enables the A&M System to fulfill its mission and create lasting generational impact.

Agenda Item No. 8.4

THE TEXAS A&M UNIVERSITY SYSTEM
System Ethics and Compliance Office
October 8, 2026

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

Subject: Confirmation of Appointment and Commissioning of Peace Officers

I recommend adoption of the following minute order:

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

Respectfully submitted,

[SIGNED BY]

Janet Gordon
System Ethics and Compliance Officer

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

James Hurley, Ph.D., President
Tarleton State University

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

[SIGNED BY]

Al Davis, Director
Texas A&M Forest Service

[SIGNED BY]

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

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

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

University Officer's Name	Title	Hire Date
TARLETON STATE UNIVERSITY		
Bint, Kristie	Peace Officer	09/09/2026
TEXAS A&M UNIVERSITY-SAN ANTONIO		
Ramirez, Christian	Peace Officer	8/19/2026
TEXAS A&M UNIVERSITY-TEXARKANA		
Purtell, Kenneth	Peace Officer	07/28/2026
TEXAS A&M FOREST SERVICE		
Kizer, Richard	Peace Officer	08/18/2026

Agenda Item No. 8.5

AGENDA ITEM BRIEFING

Submitted by: Korry Castillo, Chief Strategy Officer
The Texas A&M University System

Subject: Approval of Revisions to System Policy *29.02, Information Security*

Proposed Board Action:

Approve revisions to System Policy *29.02, Information Security.*

Background Information:

Revisions to System Policy *29.02* are proposed to reflect the minor changes regarding the Texas Administrative Code numbering.

A&M System Funding or Other Financial Implications:

None.

Strategic Plan Driver(s) this Item Advances:

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

Agenda Item No. 8.5

THE TEXAS A&M UNIVERSITY SYSTEM
Office of Strategic Initiatives
October 2, 2026

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

Subject: Approval of Revisions to System Policy *29.02, Information Security*

I recommend adoption of the following minute order:

"The revisions to *29.02, Information Security,* as shown in the attached exhibits, are approved, effective immediately."

Respectfully submitted,

[SIGNED BY]

Korry Castillo
Chief Strategy Officer

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

29.02 Information Security

Revised November 13, 2026 (MO -2026)
~~Approved February 5, 2026 (MO 017-2026)~~
Next Scheduled Review: ~~February 5~~November 13, 2031
Click to view Revision History.

Policy Summary

The Board of Regents (board) of The Texas A&M University System (system) regards cyber and information security as vital to fulfilling the mission of the system. The system chief information security officer (SCISO) is responsible for coordinating the system's cyber and information security, including ensuring, in consultation with each member chief executive officer (CEO), the confidentiality, integrity and availability of system members' (member) information resources.

References to system information and information resources in this policy applies equally to System Offices-owned and member-owned information and information resources.

Policy

1. In accordance with Chapter 2063, Texas Government Code, the system maintains an information security program that facilitates the protection of system information resources and operations. The System Office of Cybersecurity (OCS) establishes the governance framework, policy requirements, and standards for managing the security of system information resources.

2. While information security and privacy are independent disciplines, both are closely related, therefore it is essential for the system to take a coordinated approach in identifying and managing risks. OCS provides oversight on the system information security program while the System Office of Ethics & Compliance and member privacy officers, in coordination with OCS, serves as the central authority for privacy within the system.

3. OCS serves as the central focal point and enforces system-wide information security management while providing oversight on the implementation of State of Texas (state) cyber and information security requirements. To strengthen the system's information security posture, OCS and members must continue collaborating to support the business functions of the system.

4. The system information security program defines goals for and delegates information security responsibility to the members. These goals represent baseline expectations for the system's information security posture, taking into consideration the respective business needs and missions of each member. The adoption of a system common controls program and enterprise security architecture will result in more efficient and effective implementation of security requirements.

5. The system information security governance framework serves as the foundation for the information security program. This policy and associated regulations, information security controls matrix (ISCM), standards, and guidelines collectively provide flexibility for the information security program to adapt to evolving threats and effectively manage risks. This framework includes:

   5.1 **Regulations** as the primary mechanism to enforce information security requirements and define roles and responsibilities.

   5.2 **ISCM** to supplement policy and regulations by identifying organizationally defined control parameters, in accordance with Title 1, Texas Administrative Code, Section ~~202~~477.76 and the Texas Security Control Standards Catalog.

   5.3 **Standards** based on the ISCM with specific technical requirements for information security.

   5.4 **Guidelines** to guide the implementation of processes in support of the policy, regulation, and standards.

6. The concepts found within the Texas Cybersecurity Framework (TCF), NIST Risk Management Framework (RMF), and NIST Special Publication (SP) 800-37 Revision 2, *Risk Management Framework for Information Systems and Organizations: A System Life Cycle Approach for Security and Privacy*, comprise the basis for the system's information security program. The information security program provides a formal, structured approach for developing risk assessments for information resources and provides a uniform standard for evaluating security risks to information resources operating by or on behalf of the system. The primary focus of this approach must be on the information resource's business purpose, not on the specific IT resource. The effective management of risks is essential to protecting the information and information resources that enable the system's critical mission.

7. The system must embrace a forward-leaning enterprise security architecture which entails transitioning away from legacy systems and adopting modern and emerging technologies. Members must collaborate with OCS to reduce the system's legacy IT footprint, evaluate emerging technologies, and assess opportunities for integration to achieve enterprise solutions whenever possible.

Related Statutes, Policies, or Requirements

Texas Government Code Ch. 2063, *Texas Cyber Command*

Title 1, Texas Administrative Code Ch. ~~202~~477, Subch. C, *Information Security Standards for Institutions of Higher Education*

System Policy 02.04, *System Members of The Texas A&M University System*

System Policy 24.01, *Risk Management*

System Policy 29.01, *Information Resources*

~~System Regulation 29.02.01, *Information Security Governance*~~

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

Cybersecurity
(979) 234-0030

29.02 Information Security

Revised November 13, 2026 (MO-2026)
Next Scheduled Review: November 13, 2031
Click to view Revision History.

Policy Summary

The Board of Regents (board) of The Texas A&M University System (system) regards cyber and information security as vital to fulfilling the mission of the system. The system chief information security officer (SCISO) is responsible for coordinating the system's cyber and information security, including ensuring, in consultation with each member chief executive officer (CEO), the confidentiality, integrity, and availability of system members' (member) information resources.

References to system information and information resources in this policy apply equally to System Offices-owned and member-owned information and information resources.

Policy

1. In accordance with Chapter 2063, Texas Government Code, the system maintains an information security program that facilitates the protection of system information resources and operations. The System Office of Cybersecurity (OCS) establishes the governance framework, policy requirements, and standards for managing the security of system information resources.

2. While information security and privacy are independent disciplines, both are closely related; therefore, it is essential for the system to take a coordinated approach in identifying and managing risks. OCS provides oversight on the system information security program, while the System Office of Ethics & Compliance and member privacy officers, in coordination with OCS, serve as the central authority for privacy within the system.

3. OCS serves as the central focal point and enforces system-wide information security management while providing oversight on the implementation of State of Texas (state) cyber and information security requirements. To strengthen the system's information security posture, OCS and members must continue collaborating to support the business functions of the system.

4. The system information security program defines goals for and delegates information security responsibility to the members. These goals represent baseline expectations for the system's information security posture, taking into consideration the respective business needs and missions of each member. The adoption of a system common controls program and enterprise security architecture will result in more efficient and effective implementation of security requirements.

5. The system information security governance framework serves as the foundation for the information security program. This policy and associated regulations, information security controls matrix (ISCM), standards, and guidelines collectively provide flexibility for the information security program to adapt to evolving threats and effectively manage risks. This framework includes:

    5.1 **Regulations** as the primary mechanism to enforce information security requirements and define roles and responsibilities.

    5.2 **ISCM** to supplement policy and regulations by identifying organizationally defined control parameters, in accordance with Title 1, Texas Administrative Code, Section 477.76 and the Texas Security Control Standards Catalog.

    5.3 **Standards** based on the ISCM with specific technical requirements for information security.

    5.4 **Guidelines** to guide the implementation of processes in support of the policy, regulation, and standards.

6. The concepts found within the Texas Cybersecurity Framework (TCF), NIST Risk Management Framework (RMF), and NIST Special Publication (SP) 800-37 Revision 2, *Risk Management Framework for Information Systems and Organizations: A System Life Cycle Approach for Security and Privacy*, comprise the basis for the system's information security program. The information security program provides a formal, structured approach for developing risk assessments for information resources and provides a uniform standard for evaluating security risks to information resources operating by or on behalf of the system. The primary focus of this approach must be on the information resource's business purpose, not on the specific IT resource. The effective management of risks is essential to protecting the information and information resources that enable the system's critical mission.

7. The system must embrace a forward-leaning enterprise security architecture which entails transitioning away from legacy systems and adopting modern and emerging technologies. Members must collaborate with OCS to reduce the system's legacy IT footprint, evaluate emerging technologies, and assess opportunities for integration to achieve enterprise solutions whenever possible.

Related Statutes, Policies, or Requirements

Texas Government Code Ch. 2063, *Texas Cyber Command*

Title 1, Texas Administrative Code Ch. 477, Subch. C, *Information Security Standards for Institutions of Higher Education*

System Policy 02.04, *System Members of The Texas A&M University System*

System Policy 24.01, *Risk Management*

System Policy 29.01, *Information Resources*

Member Rule Requirements

A rule is not required to supplement this policy.

Contact Office

Cybersecurity
(979) 234-0030

Agenda Item No. 8.6

AGENDA ITEM BRIEFING

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

Subject: Appointment of Associate Provost and Associate Vice President for Curriculum, Data and Compliance of Tarleton State University

Proposed Board Action:

Appoint Dr. Denise Martinez as the Associate Provost and Associate Vice President for Curriculum, Data and Compliance of Tarleton State University, effective immediately.

Background Information:

Dr. Denise Martinez is recommended for the position of Associate Provost and Associate Vice President for Curriculum, Data and Compliance at Tarleton State University. Dr. Denise Martinez brings significant academic leadership and administrative experience that align with the responsibilities of this role.

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

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

A&M System Funding or Other Financial Implications:

Dr. James Hurley recommends an initial salary of $180,000.

Strategic Plan Driver(s) this Item Advances:

This proposed appointment advances all the System's Strategic Drivers of Impact by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability.

Agenda Item No. 8.6

TARLETON STATE UNIVERSITY
Office of the President
August 26, 2026

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

Subject: Appointment of Associate Provost and Associate Vice President for Curriculum, Data and Compliance of Tarleton State University

I recommend adoption of the following minute order:

"Dr. Denise Martinez is hereby named the Associate Provost and Associate Vice President for Curriculum, Data and Compliance of Tarleton State University, effective immediately, at an initial salary of $180,000."

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Denise Martinez

Title: Associate Provost & Associate VP Curriculum, Data

Salary: $ 180,000

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA-Comparison Group #1 183000	Associate Provost	211,830
2.	CUPA-Comparison Group #2 183000	Associate Provost	186,750
3.	CUPA-Comparison Group #3 183000	Associate Provost	161,614
4.	CUPA-Comparison Group #5 183000	Associate Provost	161,807

Internal Salary Data:

	Incumbent Name	Job Title	
1.	Dr. Aimee Shouse	Associate Provost & Associate VP Curri	194,213
2.	Dr. Jason Latouche	Associate Provost & Associate VP Acad	188,664
3.	Dr. Jolena Wadell (TARL)	Associate Provost & Associate VP Stude	188,664
4.	Cheryle Snead-Greene (PVAMU)	Associate Vice Provost, Academic Admi	161,999
5.	Darin Hoskisson (TAMUK)	ssociate Vice President of Academic Aff	169,950

Comments, if necessary:

Group #1 - R1 Carnegie Classification - Very High Research Activity
Group #2 - R2 Carnegie Classification - High Research Activity
Group #3 - US Census Division West South Central: AR, LA, OK, TX 63 Institutions
Group #4 - US Census South Region; Carnegie Master's - Larger Programs 39 Institutions

Denise Martinez, Ph.D.

dmartinez@tarleton.edu

EDUCATION

Ph.D. in Electrical Engineering, Texas A&M University **2001**

M.S. in Electrical Engineering, Texas A&M University **1992**

B.S. in Electrical Engineering, Texas A&M University **1990**

ADMINISTRATIVE ASSIGNMENTS

Assistant Provost for Curriculum and Assessment **Aug. 2023 – Present**
Tarleton State University Academic Affairs

- Provides direction and coordination of university efforts to achieve strategic goals related to curriculum development and approval.
- Provides guidance for development and changes to university procedures regarding curriculum processes.
- Chairs University Curriculum Committee, General Education Committee, Academic Assessment Committee, and other committees as needed to represent functional areas of the University for interdepartmental meetings.
- Oversees academic program and general education assessment processes and reporting.
- Ensures compliance with state, federal, and university regulations related to curriculum and assessment.
- Ensures compliance with SACSCOC standards related to curriculum and assessment.
- CourseLeaf curriculum and catalog management software custodian.

Associate Dean **Jan. 2018 – Aug. 2022**
Tarleton State University School of Engineering, College of Science and Technology

- Inaugural Associate Dean leading the newly established School of Engineering (SoE) in 2018.
- Led strategic planning engaging external constituents, department heads and faculty to plan growth and expansion of programs in the School of Engineering.
    - From 2018-2022 SoE added 2 graduate programs, and had two undergrad and two graduate programs in the approval or proposal stages; enrollment increased 18%; faculty headcount increased 16%; a dedicated lab tech position was added; and program offerings expanded to Fort Worth and RELLIS instructional sites.
- Continuously developed and nurtured external constituent and donor relationships; promoted connectivity to SoE and its programs.
    - Fundraising successes: St. Gobain conference room - $100k endowment and support; Bartlett-Cocke Construction Technologies lab - $50k endowment and support.
- Represented Tarleton and the School of Engineering as Texas Engineering Experiment Station (TEES) Regional Director. This role connected faculty to grant writing resources and collaborative opportunities.

- Advocated the development and utilization of external advisory boards guiding Engineering, Construction, Engineering Technology and Computer Science programs; engaged with these constituents regarding needs for the SoE, students and alumni.
- Continually developed and/or facilitated community college relationships to nurture a transfer pipeline.
- Managed operational and gift budgets.
- Advised and facilitated the faculty effort on the preliminary ABET accreditation of the Mechanical Engineering program; championed ABET accreditation for Engineering Technology and ACCE accreditation for Construction Science and Management.
- Developed and implemented School of Engineering Clinic, a student success initiative providing peer mentor and tutor services across the School of Engineering.
- Served with the department heads to represent the School of Engineering needs and interests to TAMUS, Architects and Construction Managers in the construction of a new engineering building (2018-2019) and addition of significant new equipment.

Acting Assoc. VP & Vice Provost for Student Academic Support Services **Jan. 2022 – June 2022**
Tarleton State University, Academic Affairs

- Invited by the Provost to cover a vacancy in Academic Affairs supervising three student-success-oriented colleges.
- Managed student complaints and appeals.
- Served as Acting Dean for the Leadership and Military College – coordinating search for Commandant and leadership positions; advocating restructuring of academic support and recruitment to support growth of the military and civilian portions of the college.
- Supervised Deans of Honors College and University College – champion initiatives that support progress towards the related strategic goals of the institution.

Department Head **Jan. 2013 – Jan. 2018**
Tarleton State University, Department of Engineering and Computer Science

- Inaugural Department Head leading the newly established Dept. of Engineering and Computer Science (Jan. 2013).
- Led the proposal development and implementation of three new engineering programs: Electrical, Civil and Mechanical; this involved working with faculty to develop program proposals and curricula, and networking with constituents and colleagues from Texas A&M University System (TAMUS), Texas Higher Education Coordinating Board (THECB) and the community to secure approvals.
- Advocated and obtained resources to support these programs: faculty size doubled; a dedicated advisor (shared with Engineering Technology), was added; new instructional and research equipment was acquired.
- Provided coordination and leadership for the preliminary ABET accreditation efforts for the Electrical and Civil Engineering programs, and ABET reaccreditation of the Environmental Engineering and Engineering Physics programs.
- Represented Tarleton and selected as a co-chair on the statewide THECB Engineering Field of Study Committee.
- Represented departmental needs and interests to Tarleton and TAMUS, Architects and Construction Managers in the construction of a new engineering building (2017-2018).

QEP Coordinator **Sept. 2010 – Dec. 2012**
Tarleton State University

- Coordinated development and led the implementation of Tarleton's 2010 SACSCOC Quality Enhancement Plan, *Keeping it REAL: Real-world Experiences Applied to Learning*. This initiative developed into the ongoing "Applied Learning Experiences" program at the institution. This role was concurrent with my faculty role.
- Managed the processes and dynamic operating environment associated with the university-wide five-year project focused on increasing student engagement using experiential learning.
- Developed relationships in all colleges and all divisions to disseminate information and assist with applied learning experience development and implementation.
- Managed the QEP budget, totaling approximately $250,000 per year, including disbursement of grant moneys and payroll.
- Compiled and reported outcome assessment and participation data.

SACSCOC Leadership Team **Apr. 2007 – Aug. 2011, Apr. 2019 – Aug. 2021**
Tarleton State University
Apr. 2007 – Aug. 2011

- SACSCOC Quality Enhancement Plan (QEP) Committee/REAL Council Chairperson
- Led a team composed of faculty and staff from across the university in the development of the QEP and the writing of the QEP Report to SACSCOC.
- Worked with the leadership across the university to develop the SACSCOC Compliance Certification and specifically prepared the QEP Report for SACSCOC Core Requirement 2.12 and Comprehensive Standard 3.3.2.

Apr. 2019 – Aug. 2021

- Co-chair of Tarleton's SACSCOC Reaffirmation Committee; coordinated with faculty, staff and leadership across the institution to develop the SACSCOC Compliance Certification for the 2021 Reaffirmation.

ACADEMIC POSITIONS

Faculty, Electrical Engineering/Engineering Physics **Jan. 2001 – Present**
Tarleton State University

- Asst. Prof. 2001-2008, Assoc. Prof. 2008-2017, Full Prof. 2017 – present.
- Taught a breadth of coursework including Engineering Fundamentals, first-year seminar, Matlab, Signals and Systems, and Linear Control Systems.
- Developed and implemented student academic success initiatives, including academic support, student professional organizations, and faculty mentoring initiatives.
- Mentored undergraduate research.
- Provided leadership and oversight of ABET (EAC) efforts:
    - Currently leading the ABET re-accreditation activities for four Engineering programs and coordinated the Readiness Review for the Computer Science program.
    - Provided leadership and/or coordination of the preliminary ABET accreditation of Mechanical Engineering (2017), Civil Engineering (2016), Electrical Engineering (2015); facilitated the preliminary accreditation of Environmental Engineering (2007);
    - Led Tarleton to its first ever ABET accreditation, Engineering Physics, 2004.

- Worked with faculty colleagues to develop programmatic processes aligned with ABET criteria and policies, as well as institutional and SACSCOC processes, and provided information and training to colleagues, department head and university administration.
- Led and coordinated Engineering Advisory Board meetings, providing external guidance regarding program content, growth and expansion. (2003-2022)
- Coordinated assessment processes and continuous improvement discussions in the Engineering

Lecturer (full time) **Sept. 1998 – Dec. 2000**
Texas A&M University, Dept. of Engineering Technology and Industrial Distribution

- Taught courses in the Electrical Engineering Technology program.
- Worked with program director and graduate student to test mass flow controllers for chemical vapor deposition industry applications.
- Taught and contributed content in the NSF-funded Foundation Coalition Freshman Engineering program.
- Attended professional development in engineering education, pedagogy, and assessment.

Assistant Lecturer (half time) **Sept. 1994 – Aug. 1998**
Texas A&M University, Dept. of Electrical Engineering

- Taught courses in the Electrical Engineering department – Electrical Engineering capstone, electrical engineering labs, general engineering.

CERTIFICATES AND ADDITIONAL TRAININGS

Google AI Professional Certificate (Grow with Google) – April 2026
Google Prompting Essentials Certificate (Grow with Google) – April 2026
AI for App Building Certificate (Grow with Google) – April 2026
Certified CourseLeaf Professional – Dec. 2025
CourseLeaf Formbuilder Certification – Dec. 2024

KEY ACCOMPLISHMENTS

- Served on and/or led committees at the university, system, state and national levels.
- Peer evaluator for ABET and for SACSCOC.
- Implemented processes to evaluate curricular alignment with TAMUS and TEC policies.
- As associate dean: the $54M new facility housing the SoE was completed; 2 graduate and 2 undergraduate programs were added; grew from two departments to three departments; expanded program offerings to two campuses; successful with fundraising and friend-raising.
- As department head: led the proposal, curriculum development, and implementation of three new engineering programs and successfully championed these through the local, system and state approval stages, and through ABET accreditation.
- As faculty: led Engineering Physics to achieve Tarleton's first-ever ABET program accreditation.
- Established a successful, ongoing engineering summer camp program that was highly sought after by parents and children in the community.

PROFESSIONAL SERVICE

- L.E.A.P. Conference – Leveraging Ethical Authorship & Publishing Practices for Early Career Engineering Faculty – Invited panelist and moderator, East Texas A&M University, April 17-18, 2026
- ABET Engineering Accreditation Commission Program Evaluator with ASEE and IEEE society approvals (2021-present) – 8 visits (2 remote, 6 face-to-face, including 1 international).
- SACSCOC Review Committee member (2012-present) – 7 on-site visits (3 as Lead QEP Evaluator, 4 as Institutional Effectiveness); 1 off-site review committee (3 institutions, Fall 2022), 1 off-site review committee team chair (3 institutions, Fall 2024).
- Texas Engineering Experiment Station (TEES) Regional Division Head 2015 – 2022, Tarleton Representative 2005-2015
    - Represent Tarleton and provide connectivity between Tarleton School of Engineering faculty and TEES entities; network with partner institutions from TEES and from the Texas A&M University System (TAMUS) Engineering Network.
- ASEE Engineering Deans Institute organizing committee (2019).
- THECB Engineering Field of Study Committee. (2015-2017).
    - This statewide committee was charged with identifying the block of courses that may be transferred between institutions that must substitute for lower division requirements for engineering degree programs. I was selected as co-chair of this committee in 2016.
- National Science Foundation Review Panels: IUSE (2021), S-STEM (2011, 2012)
- IEEE Region 5 Awards Review Committee. (2012, 2013).
- Conference Paper Reviewer for various engineering education international and regional conferences including the First Year Engineering Experience Conference, Frontiers in Education, ASEE Conference and Exposition, and ASEE Gulf Southwest Regional Conference.

CONSULTING

- ABET Bridge Advisor – Dec. 2022 – Present – assisted engineering programs at 5 institutions.

PROFESSIONAL DEVELOPMENT

ABET Professional Development

- ABET Symposium – 2023, 2019, 2016
- ABET Advanced Program Assessment Workshop – 2023, 2019, 2016
- ABET Bridge Advisor Training, ABET, online. (Dec. 2022)
- ABET Engineering Accreditation Commission Program Evaluator Training, ABET, online. (Annually since Mar. 2021)
- ABET EAC Institutional Representatives Meeting – 2019, 2016, 2008
- "2009 ABET Webinars," ABET, online. (March 18, 2009).

SACSCOC Professional Development

- SACSCOC Annual Meeting – 2025, 2024, 2023, 2012, 2010, 2009, 2008, 2007
- SACSCOC Summer Institute – 2023, 2019, 2011, 2007
- SACSCOC Team Chair training, SACSCOC, virtual. (Jan. 2023).
- "Institutional Effectiveness Training Workshop," Southern Association of Colleges and Schools, College Station, TX. (Feb. 17, 2013).

CourseLeaf Professional Development

- CourseLeaf Leepfrog User Conference – 2024, 2025, 2026

Additional Professional Development

- "ASEE Engineering Deans Institute," American Society for Engineering Education, San Antonio, TX. (April 7, 2019 - April 10, 2019).
- "Crossing Boundaries: Transforming STEM Education," AAC&U, Seattle, WA. (Nov. 12, 2015 - Nov. 14, 2015).
- "ASEE-GSW Annual Conference," ASEE, New Orleans, LA. (April 2, 2014 - April 4, 2014).
- 30th and 31st Annual Academic Chairpersons Conference – 2013, 2014
- "Decision Points for Academic Leaders: Ethics, Policy, and Leadership," Texas A&M University, College Station, TX. (July 11, 2013 - July 12, 2013).
- "Dealing with Problem Faculty," Kansas State University/IDEA Center, San Antonio, TX. (Feb. 6, 2013).
- "Women in the Driver's Seat: Navigating the Political Road Ahead", Texas Women in Higher Education Conference. Austin, TX. April 3-5, 2011.
- "Frontiers in Education 2010," ASEE/IEEE, Arlington, VA. (Oct. 27, 2010 - Oct. 30, 2010).
- "5th Annual Conference on Applied Learning in Higher Education," Missouri Western State University, February 19-20, 2010.
- "Texas Day at NI Week," National Instruments, Austin, TX. (August 5, 2008).
- "Achieving Excellence: The Richland College Experience," THECB, Austin, TX. (June 6, 2007).
- "2007 American Society for Engineering Education (ASEE) Conference and Exposition," Honolulu, HI. June 24-27, 2007.
- "Best Practices Conference 2006: Recruiting and Retaining Engineering and Computer Science Students," Texas Engineering and Technology Consortium, Dallas, TX. (Jan. 10, 2006 - Jan. 11, 2006).
- "Annual Meeting of the Texas Section of the AAPT and APS," American Association of Physics Teachers. March 3-5, 2005.
- "33rd ASEE/IEEE Frontiers in Education Conference," Boulder, CO. November 5-8, 2003.
- "Ways of Knowing, Ways of Practice," semester long, online professional development program hosted by University of Wisconsin – Madison and supported by the NSF Foundation Coalition grant. Ten universities participated nationwide. Spring, 2003.

GRANTS AND SPONSORED PROJECTS

Mentored Undergraduate Research

- Moore, E. (undergraduate), Dodson, R. (undergraduate), Martinez, Dakotah (ACU undergraduate), Abu Ghazaleh, H. (Faculty Mentor), Martinez, D. M. (Faculty Mentor), Design and Implementation of an Arduino-based Dual-rotational Lithography System, (2018-2019).
- Bedwell, Cody (undergraduate), Wallinger, Sean (undergraduate), Martinez, Denise M. (Faculty Mentor), Implement PID Control for Quanser Inverted Pendulum System. (2016-2017).
- McLatchy, C. (undergraduate), Martinez, D. M. (Mentor), Implementation of the Quanser Inverted Pendulum System, Undergraduate Research Assistantship. Office of Scholarly Research and Creative Activities. 2015-2016, $1,000.00.
- Martinez, D. M. (Co-Principal), Agapie, M. C. (Principal), Student Research Infrastructure Grant. Office of Student Research & Creative Activity. June 2014 - August 2015, $5,000.00.

- Rhoads, J. (undergraduate), Sullivan, C. (undergraduate), Baldwin, M. (undergraduate), Goderya, S. (Faculty Mentor), Martinez, D. M. (Faculty Mentor), Barr, L. D. (Staff Mentor), Radio Interferometry Using Commercial Satellite Receivers, Office of Student Research and Creative Activity. (2011-2012). $1,000.00.
- Pierce, R. T. (undergraduate), Martinez, D. M. (Faculty Mentor), Wyatt, B. (Faculty Mentor), Particle Based Simulation of Oscillating String. Office of Student Research and Creative Activity. (2011-2012), $1,000.00.
- Martinez, Denise M., "Development of a Simulated Visual Servo System Using Image Process and Neural Networks," Sponsored by TSU Organized Research Grant, Tarleton State University, $13,643.00. (September 1, 2006 - August 31, 2007).

Student Success and Engagement

- Academic Circle Grant ($5000) supporting School of Engineering peer mentor/tutor center (2021-2022).
- President's Circle Grant ($2000) and Academic Circle Grant ($2500) to support SoE student conferences and competitions (2019-2020)
- Martinez, Denise M. (PI, Engineering), Barker, Tommy G. (Co-PI, Engineering Technology), Bell-Chacon, Peter (Co-PI, Chemistry), Jones, Dennis G. (Co-PI, General Studies), White, Peter (Co-PI, Mathematics), "Program to Increase College Opportunities and Successes," Sponsored by National Science Foundation, Federal, $598,000.00. (September 2007 - August 2012).
- Martinez, Denise M. (Co-PI), "Launching the Texas Engineering Education Pipeline: Deploying the Infinity Project Statewide," Multi-university partnership. Sponsored by Texas Engineering and Technology Consortium (TETC), State, $23,014.00. (2002 - 2007).

Outreach Grants

- Martinez, D. M. (Principal), Faulkenberry, E. (Co-Principal), *Engineering Summer Camp*. Texas Higher Education Coordinating Board (THECB).
    - June 1, 2017 - August 31, 2017, $11,700.00.
    - June 1, 2016 - August 31, 2016, $12,900.00.
    - June 1, 2015 - August 31, 2015, $13,998.00.
- Goderya, S. (Principal), Martinez, D. M. (Supporting), Reese, R. (Supporting), Barr, L. D. (Supporting), Schroeder, K., "Develop 5th – 8th Grade Students' Interest in Space Exploration through a Planetarium Presentation and Related Classroom Materials," Sponsored by Texas Space Grant Consortium, $19,907.00. (May 2009 - May 2011).
- Martinez, Denise M. (PI, Engineering), Rinard, Bethany Dawn (Co-PI, Geoscience), "Girls in Engineering College Camp," Sponsored by Texas Higher Education Coordinating Board, $11,111. (April 1, 2009 - August 31, 2009).
- Martinez, Denise M. (PI), "Camp Activities and Course Reform," Sponsored by Texas Collaborative for Excellence in Teacher Prep (TxCETP) Level II, $4,810.00. (2002).
- Martinez, Denise M. (PI), "Engineering Physics Summer Camp," Sponsored by TSU Organized Research Grant, Tarleton State University, $4,096.00. (September 2001 - August 2002).

SCHOLARLY CONTRIBUTIONS

- Martinez, D., "Using Khan Academy as an Open Educational Resource and Online Homework Tool for Introduction to Engineering", Great Ideas for Teaching (GIFT) paper, 2021 First-Year Engineering Experience (FYEE) conference (Aug. 2021, virtual).

- Digital Textbook: Engineering Fundamentals 2, by D. Martinez, N. Petroff, R. Vuddandam, J. Xu, ISBN# 9781680759327, publisher: GRL, 2019.
- Digital Textbook: Engineering Fundamentals 1, by D. Martinez, R. Vuddandam, J. Xu, E.J. Wyers, H. Abu Ghazaleh, ISBN# 9781680759303, publisher: GRL, 2018.
- Martinez, D. M., 2014 ASEE Gulf Southwest Section Conference, American Society for Engineering Education (ASEE), New Orleans, LA, "Engaging the Freshman Engineering Classroom", (April 3, 2014).
- Martinez, D. M. “Extended Abstract – Enhancing Engagement in a First Year Engineering Course”. Texas A&M University: 6th First Year Engineering Experience (FYEE) Conference, Aug. 7-8, 2014, College Station, TX.
- Martinez, D. M., Jones, D. G., Faulkner, B., Bell Chacon, P., Jacks, J., “Work in Progress - Recruiting Initiatives for Hispanic, First-Generation Students”. Proceedings of the 40th ASEE/IEEE Frontiers in Education Conference, Oct 27-30, 2010, Washington, D.C.
- Martinez, D. M., Jones, D. G., Faulkner, B., Bell Chacon, P., Jacks, J., White, P., Mollick, G. M. “Work In Progress - First Year Retention of Hispanic, First-Generation Students”. Proceedings of the 40th ASEE/IEE Frontiers in Education Conference, October 27-30, 2010, Washington, DC.
- Martinez, D. M., “First Time Accreditation of a Small, Multi-Disciplinary Engineering Physics Program”, Proceedings of the 2007 ASEE Conference and Exposition, June 2007, Honolulu, HI.
- Smith, K., Martinez, D. M. (2006). “University and public school collaboration positively impacting mathematics and science instruction,” K-16. Journal of the Effective Schools Project, 13, 33-41.
- Martinez, D. M., Smith, K. H.. “An Engineering and Education Interdisciplinary Learning Experience. Proceedings of the 33rd ASEE/IEEE Frontiers in Education Conference. Nov. 5-8, 2003. Boulder, CO.
- Martinez, D. M., Hibbs, M. F.. “Using Summer Camps to Motivate Rural Students in Science and Engineering”. Proceedings of the 33rd ASEE/IEEE Frontiers in Education Conference. Nov. 5-8, 2003. Boulder, CO.
- Jim Morgan and Denise Martinez, “Focusing Freshman Engineering and Design on Women and Technology”, WEPAN 2000 National Conference.
- Jim Morgan and Denise Martinez, “A Women and Technology Program For Freshman Engineering Students”, Proceedings of the 30th ASEE/IEEE Frontiers in Education Conference, 2000.
- Denise Martinez, Robert Bolton, and Behbood Zoghi, “Embedded Real-Time Controls Through Application”, Proceedings of the 29th ASEE/IEEE Frontiers in Education Conference, 1999.
- Denise Martinez, “The Importance of Engineering Graphics to Our Future Engineers and the State-of-the-Art Methods Used to Teach These Concepts”, New Faculty Fellows essay, Proceedings of the 29th ASEE/IEEE Frontiers in Education Conference, 1999.

Mentored Undergraduate Research

- Moore, E. (undergraduate), Dodson, R. (undergraduate), Martinez, Dakotah (ACU undergraduate), Abu Ghazaleh, H. (Faculty Mentor), Martinez, D. M. (Faculty Mentor), 2019 ASEE Gulf Southwest Section Conference, "Dual-Rotational Lithography System for Micro-Fluidic Research," American Society for Engineering Education (ASEE), Univ. of Texas - Tyler, Tyler, TX. (March 11, 2019).

- Bedwell, Cody (undergraduate), Wallinger, Sean (undergraduate), Martinez, Denise M. (Faculty Mentor), “Linear Control Systems: PID Controllers and Inverted Pendulums,” 14th Annual TAMUS Pathways Student Research Symposium, Stephenville, TX. (Nov. 2-3, 2017).
- McLatchy, C. (undergraduate), Martinez, D. M. (Faculty Mentor), 2016 ASEE Gulf Southwest Section Conference, American Society for Engineering Education (ASEE), TCU, Arlington, TX, "Extended Abstract: Modeling and Control Techniques for Inverted Pendulum Systems", (March 8, 2016).
- Rhoads, J. (undergraduate), Sullivan, C. (undergraduate), Goderya, S. (Faculty Mentor), Martinez, D. M. (Faculty Mentor), Barr, L. D. (Staff Mentor), Tarleton Symposium, Tarleton State University, Stephenville, "Radio Interferometry Using Commercial Satellite Receivers", (October 2012).

Accreditation and Assessment

- Atchley, W., Martinez, D. M., Doty, D., Haynes, R. M., 2014 SACS-COC Annual Meeting, SACS-COC, Nashville, TN, "QEP: From Planning to Integrated Experiential Learning Program", (December 7, 2014).
- Atchley, W., Martinez, D. M., 9th Annual Conference on Applied Learning in Higher Education, Missouri Western State University, Missouri Western State University, "Transforming internships through reflection and evaluation", (March 21, 2014).
- Martinez, D. M., Wakefield, G., 2013 Southern Assoc. for Institutional Research (SAIR) Conference, Southern Assoc. for Institutional Research (SAIR), Memphis, TN October 5-8, 2013, "If We'd Known Then...A Journey through a Monitoring Report", Invited presentation. (October 7, 2013).
- Martinez, D. M., RosEvaluation 2013 Conference, Rose Hulman Institute of Technology, Online, "Sustainable Assessment from the Course through the Program Level", (April 1, 2013).
- Martinez, D. M., Chilton, B. S., Styron, K. L., 116th SACS-COC Annual Meeting, "A R.E.A.L. Campus-wide QEP," Southern Association of Colleges and Schools, Orlando, FL. (December 2011).
- Chilton, B. S., Styron, K. L., Martinez, D. M., 115th SACS-COC Annual Meeting, "Preparing for the On-site Visit: A Case Study of One University's Reaffirmation," Southern Association of Colleges and Schools, Louisville, KY. (December 6, 2010).
- Martinez, D. M., Becker, M., Konvicka, B. M., 10th Annual Texas A&M Assessment Conference, "The P's and Q's of a QEP," Texas A&M University, College Station, Texas. (February 21, 2010).
- Chilton, B., Martinez, D., Styron, K., 114th SACS-COC Annual Meeting, "The Light at the End of the Tunnel", Southern Association of Colleges and Schools, Atlanta, GA. (December 6, 2009).
- Martinez, D. M., Excellence in Teaching Conference, "Keynote: Tarleton's QEP," Tarleton State University, Stephenville, TX. (March 27, 2009).
- Martinez, D. M., Thompson, C. A., 9th Annual Texas A&M Assessment Conference, "End of Course Evaluation Form: A Program Assessment Tool for Faculty," Texas A&M University, College Station, TX. (February 23, 2009).
- Martinez, D. M., 2007 American Society for Engineering Education (ASEE) Conference and Exposition, "First Time Accreditation of a Small, Multi-Disciplinary Engineering Physics Program," Honolulu, HI. (June 2007).

Engineering Education and Outreach

- Martinez, D., “Using Khan Academy as an Open Educational Resource and Online Homework Tool for Introduction to Engineering”, Great Ideas for Teaching (GIFT) paper, 2021 First-Year Engineering Experience (FYEE) conference (Aug. 2021, virtual).
- Denise Martinez (Tarleton), Brent Donham (TAMU-Commerce), Steve Starrett (LeTourneau), Engineering Programs at Regional Institutions, 2019 ASEE Engineering Deans Institute, San Antonio, TX.
- Martinez, D. M., 2014 ASEE Gulf Southwest Section Conference, American Society for Engineering Education (ASEE), New Orleans, LA, "Engaging the Freshman Engineering Classroom", (April 3, 2014).
- Martinez, D. M., 6th Annual First Year Engineering Experience (FYEE) Conference, " Enhancing Engagement in a First Year Engineering Course", (Aug. 7-8, 2014).
- Martinez, D. M., Smith, K. H., Spring 2004 Joint Meeting of the Texas Sections of AAPT, APS, and SPS, "An Interdisciplinary Physics Education Experience," Tarleton State University, Stephenville, TX. (2004).
- Martinez, D. M., Smith, K. H., 33rd ASEE/IEEE Frontiers in Education Conference, "An Engineering and Education Interdisciplinary Learning Experience," ASEE/IEEE, Boulder, CO. (November 5-8, 2003).
- Hibbs, M. F., Martinez, D. M., 33rd ASEE/IEEE Frontiers in Education Conference, "Using Summer Camps to Motivate Rural Students in Science and Engineering," IEEE, Boulder, CO. (November 5-8, 2003).
- Hibbs, M. F., Martinez, D. M., Spring 2002 Joint Meeting of the Texas Sections of AAPT, APS, and SPS, "Closing the Gaps: Science, Engineering, and Astronomy at Tarleton State University," AAPT, Stephen F. Austin University, Tyler, TX. (2002).
- Jim Morgan and Denise Martinez, “A Women and Technology Program for Freshman Engineering Students”, Proceedings of the 30th ASEE/IEEE Frontiers in Education Conference, 2000.
- Denise Martinez, Robert Bolton, and Behbood Zoghi, “Embedded Real-Time Controls Through Application”, Proceedings of the 29th ASEE/IEEE Frontiers in Education Conference, 1999.

PROFESSIONAL MEMBERSHIPS

- American Society for Engineering Education
- Institute for Electrical and Electronics Engineers – Senior Member
- Society of Women Engineers
    - One of four Tarleton SWE founding faculty

AWARDS AND HONORS

- IEEE Senior Member (Feb. 2020)
- Faculty Excellence in Student Success Award, Tarleton State University. (March 2015).
- Academy for Educator Development, Texas A&M University System. (2002).

ADDITIONAL UNIVERSITY SERVICE

- Engineering Summer Camp (2003-2023) – led the development and implementation of a one-week, non-residential engineering camp for middle school and junior high students.
- Mentor middle school students in the Hico Science and Rocket clubs. (2019-2024)

- Collaborated with the Dean of the College of Agriculture and Natural Resources to establish a 4-H Robotics Club for Erath County. (2021)
- Tarleton Faculty Senate (2005-2009), President 2007-2008 – Interacted with faculty campus-wide so as to effectively represent faculty views to the university administration.
    - As Faculty Senate President, I represented faculty views to the TAMUS Chancellor at the annual meeting of the System Faculty Senates, and served as representative on Academic Council and other university committees.
    - Presidential Search Committee chair (2007-2008) – worked with a consulting firm to review and process applicants for the position of university president and develop a short list of recommendations for the Texas A&M University System Board of Regents.
- Student organization advisor and mentor (Engineering Club, Society of Women Engineers)
- Faculty mentor in the Faculty Partner program (2008-2012) - Mentor student residential leader and the other students on their floor; participate with students in convocation and orientation activities.
- Texas A&M University System Pathways Symposium judge (2009, 2011)
- Science Olympiad judge and/or event leader (2005-2011)
- Texas Bioscience Institute – Early College High School Invited STEM speaker (2009, 2011, 2013)
- Girl Scout Badge Day event leader – (every October, 2001-2009)
- Numerous Tarleton committees including academic council, Dean's Council, university planning council, financial aid appeals, faculty salary study, university evaluation and effectiveness, academic assessment committee and university scholarship awards.

OTHER EXPERIENCE

Brewstuff Homebrew Supply Store, Bryan, TX **1996-2000**

- Co-owner and operator of craft brewing supplies store serving the Bryan/College Station area.

Co-operative Education/Internship, Dallas, TX **1988-1989**

- One semester with Texas Instruments Procurement Assurance, two semesters with Texas Instruments Defense Systems and Electronics Group.

REFERENCES

Available upon request.

Agenda Item No. 8.7

AGENDA ITEM BRIEFING

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

Subject: Appointment of Associate Provost for Retention and Completion and Dean of Graduate Studies of Tarleton State University

Proposed Board Action:

Appoint Dr. Thomas Faulkenberry as the Associate Provost for Retention and Completion and Dean of Graduate Studies of Tarleton State University, effective immediately.

Background Information:

Dr. Faulkenberry is recommended for the position of Associate Provost for Retention and Completion and Dean of Graduate Studies at Tarleton State University. Dr. Faulkenberry brings significant academic leadership and administrative experience that align with the responsibilities of this role.

As Associate Provost for Retention and Completion and Dean of Graduate Studies, Dr. Faulkenberry will work closely with the president and senior leadership to advance the academic mission of the institution. Responsibilities will include providing oversight and guidance for academic programs, supporting faculty development and student success, and fostering collaboration across colleges and administrative units. Dr. Faulkenberry will also contribute to strategic planning and institutional effectiveness, promote excellence in teaching, research, and service, and ensure that academic initiatives support the broader goals of the institution and The Texas A&M University System.

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

A&M System Funding or Other Financial Implications:

Dr. James Hurley recommends an initial salary of $206,000.00.

Strategic Plan Driver(s) this Item Advances:

This proposed appointment advances all the System's Strategic Drivers of Impact by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability.

Agenda Item No. 8.7

TARLETON STATE UNIVERSITY
Office of the President
September 21, 2026

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

Subject: Appointment of Associate Provost for Retention and Completion and Dean of Graduate Studies of Tarleton State University

I recommend adoption of the following minute order:

"Dr. Thomas Faulkenberry is hereby named the Associate Provost for Retention and Completion and Dean of Graduate Studies of Tarleton State University, effective immediately, at an initial salary of $206,000.00."

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Thomas Faulkenberry

Title: Associate Provost for Retention and Completion & D

Salary: $ 206,000

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA-Comparison Group #1 183000	Associate Provost	211,830
2.	Comp Analyst Group #2 ED03000090B	Associate Provost	205,500
3.	Comp Analyst Group #3 ED03000090B	Associate Provost	203,600
4.	CUPA-Comparison Group #1 153190	Dean, Graduate School	275,000
5.	CUPA-Comparison Group #2 153190	Dean, Graduate School	218,500

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Denise Martinez	Associate Provost & Associate VP for C	180,000
2.	Dr. Jason Latouche	Associate Provost & Associate VP Acad	188,664
3.	Dr. Jolena Wadell (TARL)	Associate Provost & Associate VP Stude	188,664
4.	Cheryle Snead-Greene (PVAMU)	Associate Vice Provost, Academic Admi	161,999
5.	Darin Hoskisson (TAMUK)	ssociate Vice President of Academic Aff	169,950

Comments, if necessary:

Group #1 - R1 Carnegie Classification - Very High Research Activity
Group #2 - Dallas,TX (Metro) | Colleges & Universities | 1,000 - 3,000 FTEs
Group #3 - Fort Worth,TX (Metro) | Colleges & Universities | 1,000 - 3,000 FTEs

Thomas J. Faulkenberry, Ph.D.

Dean, College of Graduate Studies
Professor of Psychological Sciences
Tarleton State University
Box T-0350, Stephenville, TX 76402
Phone: +1 (254) 968-9816
Email: faulkenberry@tarleton.edu
Website: `http://tomfaulkenberry.github.io`

Education

- Ph.D., Psychology, East Texas A&M University, 2010
- M.S., Mathematics, Oklahoma State University, 2002
- B.S. with highest honors, Mathematics, Southeastern Oklahoma State University, 2000

Experience

Administrative Positions

- 2025-present: Dean, College of Graduate Studies, Tarleton State University
- 2024-2025: Associate Dean, College of Graduate Studies, Tarleton State University
- 2021-2024: Head, Department of Psychological Sciences, Tarleton State University
- 2019-2021: Assistant Head, Department of Psychological Sciences, Tarleton State University

Faculty Positions

- 2024-present: Professor (tenured), Department of Psychological Sciences, Tarleton State University
- 2019-2024: Associate Professor (tenured), Department of Psychological Sciences, Tarleton State University
- 2013-2019: Assistant Professor, Department of Psychological Sciences, Tarleton State University
- 2012-2013: Assistant Professor, Department of Mathematics, Texas A&M University – Commerce
- 2010-2012: Visiting Assistant Professor, Department of Psychology and Special Education, Texas A&M University – Commerce
- 2005-2010: Lecturer, Department of Mathematics, Texas A&M University - Commerce

Honors and awards

- Faculty Excellence in Scholarship Award, Tarleton State University, 2024
- Faculty Excellence in Scholarship Award, TSU College of Education, 2024
- Virtual MathPsych People's Choice Award, Society for Mathematical Psychology, 2023
- Elizabeth A. Dahl Award for Excellence in Undergraduate Research, Journal of Psychological Inquiry, 2023
- O. A. Grant Excellence in Teaching Award, Tarleton State University College of Education, 2018
- Faculty Excellence in Scholarship Award, Tarleton State University College of Education, 2016

- President's All-Purple Award, Tarleton State University, 2016
- Fellow, The Psychonomic Society, 2014
- Texas A&M University System Teaching Excellence Award, 2010-2011
- Best Graduate Student Presentation, Annual Research Symposium, TAMU-C, 2010
- O.H. Hamilton Fellowship in Mathematics, Oklahoma State University, 2002
- S. J. Scroggs Distinguished Graduate Fellowship, Oklahoma State University, 2001

Administrative duties and accomplishments

2025-present: Dean, College of Graduate Studies

- *Duties and responsibilities:*
  - Provide university-wide leadership for graduate education, including enrollment, retention, progression, completion, and student success.
  - Lead development and implementation of graduate academic policies, procedures, and governance in collaboration with colleges, programs, and faculty.
  - Oversee graduate admissions, scholarships, fellowships, and other graduate student funding mechanisms.
  - Lead graduate program development, approval, review, and continuous improvement, including expansion of doctoral education.
  - Collaborate with Academic Affairs, Enrollment Management, deans, department heads, and graduate program coordinators to strengthen recruitment, advising, retention, and degree completion.
- *Key accomplishments during my leadership:*
  - Led efforts to secure approval of an interdisciplinary Ph.D. in Integrative Biosciences
  - Advanced substantial graduate enrollment growth, resulting in a 20% increase in combined masters and doctoral headcount from Fall 2025 to Fall 2026.
  - Created and expanded major graduate student financial-support initiatives, including the President's Guaranteed Master's Scholarship program and $500,000 in Research Enhancement Fund Doctoral Fellowships.
  - Strengthened undergraduate-to-graduate pathways through the President's Auto-Admission Program, contributing to an 89% increase in auto-admission enrollments and more than a fivefold increase in Fall 2026 opt-ins.
  - Modernized graduate academic infrastructure through redesigned program review, academic policy, graduate faculty, assistantship, and Credit for Prior Learning processes.

2024-2025: Associate Dean, College of Graduate Studies

- *Duties and responsibilities:*
  - Assist the Dean in administering the operations and initiatives of the College of Graduate Studies
  - Oversee specific graduate education areas as assigned, such as student support services, compliance, or program assessment.
  - Collaborate with Academic Deans, Assistant and Associate Deans, Department Chairs, Graduate Program Directors and Graduate Advisors, faculty, and staff to ensure the quality and growth of graduate programs.
  - Represent the College of Graduate Studies in University-wide committees and initiatives as designated by the Dean.

- Serve as acting Dean in the absence of the Dean.

- *Key accomplishments during my leadership:*
  - I created a new Statistical Consulting service in the College of Graduate Studies. This involved performing a needs assessment for the types of statistical consulting, hiring and managing a graduate assistant as the consultant, and creating the technical infrastructure for the service, including a webpage, intake form, and evaluation process.
  - I streamlined the graduate program review process, including the creation of a new assessment manual, recruitment of external reviewers, and management and coordination of the process throughout the academic year.
  - I hosted research support workshops for graduate students, including topics such as statistical methods, writing support, and qualitative methods.
  - I led a committee of graduate students to lay the groundwork for a new Graduate and Professional Student Council (GPSC).
  - I assisted the Dean with the organization and execution of the TAMUS Pathways Conference, held on the Tarleton campus in February 2025.

2021-2024: Head of Psychological Sciences

- *Duties and responsibilities:*
  - serve as manager for 34 faculty members (12 full-time faculty, 21 part-time faculty, and 1 full-time research staff).
  - manage a departmental operating budget of $48,000 and an instructional budget of $1,136,000.
  - work with leadership in the College of Education leadership and the Division of Academic Affairs to advance the mission of the department.
  - promote the development of faculty members' skills and efforts in their teaching, research, and service activities.
  - conduct annual performance evaluations for all faculty and staff.
  - perform evaluations of tenure and promotion applications (7 faculty members to date).
  - create and manage scheduling and staffing of approximately 65-70 sections of courses each semester.
  - oversee program assessment for all undergraduate and graduate programs in the department, ensuring continued compliance with SACSCOC accreditation requirements.

- *Key accomplishments during my leadership:*
  - recruited and mentored new faculty members (to date, I have hired three and I am working to fill four additional tenure-track lines and two instructional lines for Fall 2024).
  - secured approximately $185,000 of internal funding to build research capacity in the department, including laboratory facilities and the department's first ever Postdoctoral Research Scholar.
  - developed a new Ph.D. program in Experimental Psychology, scheduled to begin in Fall 2025, pending approval from the Texas Higher Education Coordinating Board.
  - assisted with the development of a new Specialist in School Psychology degree, scheduled to begin in Spring 2024, pending approval from the Texas Higher Education Coordinating Board.
  - created two new concentrations for the M.S. in Applied Psychology and increased enrollment by 44%.
  - increased enrollment in the B.S. in Psychology by 8%.
  - increased number of graduates across all departmental degrees by 21%.
  - collaborated with other departments on campus to build innovative cross-disciplinary graduate programs, including an M.S. in Data Science and a Ph.D. in Integrative Biosciences.

– increased undergraduate course offerings through dual-enrollment programs (e.g., the *Tarleton Today* high school partnership).
– led departmental faculty in developing a strategic plan to accomplish its goals of institutional prominence in providing innovative and relevant instruction, expanding its international research profile, and increasing its community engagement.
– encouraged and mentored faculty in grant writing and acquisition of external funding, resulting in a total of $540,000 of awards (to date).
– consistently recognized the work of faculty and staff by nominating them for university-level awards, resulting in 8 college-level awards and 3 university-level awards.

Significant Leadership Positions

External Leadership

- President, Association of Texas Graduate Schools (elected 2025-2027)
- Chair, Psychonomic Society Finance Commitee (appointed 2024-present)
- Treasurer, Society for Mathematical Psychology (appointed 2025-present)
- President, Southwestern Psychological Association (elected 2021-2024)
- Chair, ASA-MAA Joint Committee on Statistics and Data Science Education (appointed 2022)
- Secretary/Treasurer, MAA Special Interest Group (SIGMAA) on Statistics Education (elected 2020-2021)
- Treasurer, Southwestern Psychological Association (appointed, 2017-2021)
- Texas Representative, Southwestern Psychological Association (elected, 2015-2017)

Internal Leadership

- Chair, Institutional Review Board (IRB), Tarleton (2018-2023)
- Faculty Research Fellow, Tarleton (2018-2019)
- Faculty Fellow, Tarleton (2016-2018)

Books

1. Faulkenberry, T. J. (2025). *Bayesian Statistics: The Basics*. New York: Routledge. https://doi.org/10.4324/9781003470199
2. Faulkenberry, T. J. (2022). *Psychological Statistics: The Basics*. New York: Routledge. https://doi.org/10.4324/9781003181828

Papers

1. Erb, C. D., Moher, J., O'Connor, A, Faulkenberry, T. J., & Marcovitch, S. (2026). The Dynamics of Fraction Processing in Pre-Adolescents and Adults: Evidence from Reaching Behavior. *Developmental Psychology*. https://doi.org/10.1037/dev0002173
2. Faulkenberry, T. J. (2025). Closed-form approximations of the two-sample Pearson Bayes factor. *Lithuanian Journal of Statistics, 64*, 16-27. https://doi.org/10.15388/LJS.2025.45730
3. Maloney, E. A., Faulkenberry, T. J., & LeFevre, J.-A. (2025). Branching out while remembering our roots: A special issue on numerical and mathematical cognition. *Canadian Journal of Experimental Psychology, 79* (2), 125–128. https://doi.org/10.1037/cep0000376

4. Zapata, I. & Faulkenberry, T. J. (2024). Closed-form estimates of ex-Gaussian response time models in two-digit number comparison. *Journal of Psychological Inquiry, 28* (2), 5-14. https://www.psychinquiry.org/wp-content/uploads/2025/02/v28n2.pdf

5. Faulkenberry, T. J., & Brennan, K. B. (2023). Computing analytic Bayes factors from summary statistics in repeated-measures designs. *Biometrical Letters, 60* (1), 1-21. https://doi.org/10.2478/bile-2023-0001

6. Faulkenberrry, T. J., & Bowman, K. A. (2023). Bayesian modeling of the latent structure of individual differences in the numerical size-congruity effect. *Journal of Cognitive Psychology, 35* (2), 217-232. https://doi.org/10.1080/20445911.2022.2136186

7. Brennan, K., Rutledge, M., & Faulkenberry, T. J. (2023). Arithmetic operation signs elicit spatial associations: A confirmatory Bayesian analysis. *Journal of Psychological Inquiry, 27* (1), 5-13. https://www.psychinquiry.org/wp-content/uploads/2023/05/vol27n1.pdf

8. Zapata, B., & Faulkenberry, T. J. (2023). A diffusion model decomposition of the unit-decade compatibility effect in two-digit number comparison. *Proceedings of the 21st International Conference on Cognitive Modeling (ICCM 2023).* https://psyarxiv.com/f6qpy

9. Colpitts, K., Dias, J., Faulkenberry, T. J., & Harris Bozer, A. (2023). Investigation of the relationship between perceived mental workload and chronic pain. *Psi Chi Journal of Psychological Research*, *28* (4), 247-255. https://doi.org/10.24839/2325-7342.JN28.4.247

10. Faulkenberry, T. J. (2022). A note on the normality assumption for modeling constraint in cognitive individual differences. *Metodoloski Zvezki: Advances in Methodology and Statistics*, *19* (1), 45-59. https://doi.org/10.51936/dtsh6123

11. Vogel, S., Faulkenberry, T. J., & Grabner, R. (2021). Quantitative and qualitative differences in the canonical and the reverse distance effect and their selective association with arithmetic and mathematical competencies. *Frontiers in Education: Educational Psychology, 6*: 655747. https://doi.org/10.3389/feduc.2021.655747

12. Faulkenberry, T. J. (2021). The Pearson Bayes factor: An analytic formula for computing evidential value from minimal summary statistics. *Biometrical Letters*, *58* (1), 1-26. https://doi.org/10.2478/bile-2021-0001

13. Nejman, J. A. & Faulkenberry, T. J. (2020). Implicit priming reveals decomposed processing in fraction comparison. *Journal of Psychological Inquiry*, *24* (2), 17-23. https://www.psychinquiry.org/wp-content/uploads/2021/01/vol24-2v3.pdf

14. Faulkenberry, T. J. (2020). Estimating Bayes factors from minimal summary statistics in repeated-measures analysis of variance designs. *Metodoloski Zvezki: Advances in Methodology and Statistics*, *17*, 1-17. https://arxiv.org/abs/1905.05569

15. Faulkenberry, T. J., Ly, A., & Wagenmakers, E. J. (2020). Bayesian statistics in numerical cognition: A tutorial using JASP. *Journal of Numerical Cognition*, *6*, 231-259. https://doi.org/10.5964/jnc.v6i2.288

16. Faulkenberry, T. J., Cruise, A., & Shaki, S. (2020). Task instructions modulate unit-decade binding in two-digit number representation. *Psychological Research*, *84*, 424-439. https://doi.org/[[https://dx.doi.org/10.1007/s00426-018-1057-9][10.1007/s00426-018-1057-9]]

17. Faulkenberry, T. J. (2019). Estimating evidential value from ANOVA summaries: A comment on Ly et al. (2018). *Advances in Methods and Practices in Psychological Science*, *2*, 406-409. https://doi.org/[[https://doi.org/10.1177/2515245919872960][10.1177/2515245919872960]]

18. Faulkenberry, T. J. (2019). A tutorial on generalizing the default Bayesian t-test via posterior sampling and encompassing priors. *Communications for Statistical Applications and Methods*, *26*, 217-238. https://doi.org/[[https://doi.org/10.29220/CSAM.2019.26.2.217][10.29220/CSAM.2019.26.2.217]]

19. Frampton, A. R., & Faulkenberry, T. J. (2018). Mental arithmetic processes: Testing the independence of encoding and calculation. *Journal of Psychological Inquiry*, *22*, 30-35. https://www.psychinquiry.org/wp-content/uploads/2019/03/Vol22-1.pdf

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Preprints

1. Bowman, K. A., & Faulkenberry, T. J. (2020). Modeling response times in the size-congruity effect: Early versus late interaction. *PsyArXiv*, https://psyarxiv.com/dns4t/

Contributions to Open Science

1. In 2022, I built *PsyStat*, a free online statistical calculator to accompany my book *Psychological Statistics: The Basics* (Routledge). One important feature is that the calculator gives users the ability to compute Bayes factors directly from summary statistics in common experimental designs, which directly applies much of my theoretical work in Bayesian statistics since 2018. The calculator can be accessed at `https://tomfaulkenberry.shinyapps.io/psystat`, and its source code is available at `https://github.com/tomfaulkenberry/statShinyApps`.

2. Since 2021, I have contributed 15 entries to the online *The Book of Statistical Proofs* (`https://statproofbook.github.io/`). Topics have included theorems about computing Bayes factors, as well as proofs of various statistical properties of common response time models, including the Wald and ex-Gaussian distributions.

3. In 2020, I co-authored the book *Learning Statistics with JASP: A Tutorial for Psychology and Other Beginners* with Danielle Navarro and David Foxcroft. This book and its source files are freely downloadable from `https://learnstatswithjasp.com` and is published under a Creative Commons BY-SA license (CC BY-SA) version 4.0.

Abstracts, columns, and book reviews

1. Faulkenberry, T. J. (2023). A hierarchical Bayesian extension of the censored shifted Wald model for response times. *Abstracts of the Psychonomic Society*, *28*, 74-75.

2. Zapata, B. E., & Faulkenberry, T. J. (2023). A diffusion model decomposition of the unit-decade compatibility effect in two-digit number comparison. *Abstracts of the Psychonomic Society*, *28*, 145.

3. Faulkenberry, T. J. (2023). A Mathematician's Apology: How a Life in Mathematics Has Shaped a Career in Psychology. *Southwestern Psychologist*, *16* (1). `https://rb.gy/7gpbb`

4. Faulkenberry, T. J., & Scheuler, B. (2022). Testing the independence of encoding and calculation in mental addition: A confirmatory Bayesian analysis. *Abstracts of the Psychonomic Society*, *27*, 93.

5. Scheuler, B., & Faulkenberry, T. J. (2022). Evaluating classical maximum likelihood estimation for estimating shifted-Wald models of response times. *Abstracts of the Psychonomic Society*, *27*, 181.

6. Faulkenberry, T. J. (2022). Message from the President. *Southwestern Psychologist*, *15* (2). `https://rb.gy/fn56p`

7. Faulkenberry, T. J. (2020). Getting started with Bayesian statistics. *Southwestern Psychologist*, *13* (3). `https://rb.gy/rikuim`

8. Bowman, K. A., & Faulkenberry, T. J. (2020). Response time modeling for the size-congruity effect: Early vs. late interaction. *Abstracts of the Psychonomic Society*, *25*, 193.

9. Faulkenberry, T. J. (2020). Book review of "Chi-squared data analysis and model testing for beginners. *MAA Reviews*, `https://www.maa.org/press/maa-reviews/chi-squared-data-analysis-and-model-testing-for`

10. Faulkenberry, T. J. (2020). Statistics education awards presented at Joint Mathematics Meetings. *MAA Focus*, *40(2)*, 40. `https://www.maa.org/press/periodicals/maa-focus`

11. Faulkenberry, T. J. (2020). Closed form Bayes factor techniques for measuring evidential value from analysis of variance models. *Abstracts of Papers Presented to the American Mathematical Society.*, *41*, 256.

12. Faulkenberry, T. J. (2019). Book review of "Handbook of Approximate Bayesian Computation". *MAA Reviews*, `https://www.maa.org/press/maa-reviews/handbook-of-approximate-bayesian-computation`.

13. Bowman, K. A., & Faulkenberry, T. J. (2019). Response time modeling supports a late interaction account of the size-congruity effect. *Abstracts of the Psychonomic Society*, *24*, 227-228.

14. Faulkenberry, T. J. (2019). Treasurer's Column: Financial Challenges in Albuquerque. *Southwestern Psychologist*, *12(2)*, 3.

15. Faulkenberry, T. J. (2018). Modeling individual difference structures in the size-congruity effect. *Abstracts of the Psychonomic Society*, *23*, 42.

16. Bowman, K. A., & Faulkenberry, T. J. (2018). Nonwords induce reverse priming effects in a lexical decision task. *Abstracts of the Psychonomic Society*, *23*, 246.

17. Faulkenberry, T. J. (2018). Treasurer's Column: Where does the money go? A quick picture of SWPA finances. *Southwestern Psychologist*, *11(1)*, 3.

18. Faulkenberry, T. J. (2017). A single-boundary accumulator model of decisions in a mental arithmetic task. *Abstracts of the Psychonomic Society*, *22*, 27.

19. Geye, T. L., & Faulkenberry, T. J. (2017). Computer mousetracking reveals the facilitation and interference components of the size congruity effect. *Abstracts of the Psychonomic Society*, *22*, 106.

20. Bowman, K. A., & Faulkenberry, T. J. (2017). The dynamics of spatial-operational momentum in mental arithmetic. *Abstracts of the Psychonomic Society*, *22*, 188.

21. Faulkenberry, T. J. (2017). Treasurer's Column: Standing on the shoulders of giants. *Southwestern Psychologist*, *10(2)*, 5.

22. Faulkenberry, T. J. (2016). Motor dynamics support a competition model of number processing. *Abstracts of the Psychonomic Society*, *21*, 26.

23. Bowman, K. A., & Faulkenberry, T. J. (2016). Testing competing models of two-digit number representation: Decomposed versus holistic processing. *Abstracts of the Psychonomic Society*, *21*, 285.

24. Faulkenberry, T. J. (2016). Decoding the development of mathematical thinking: A book review of *Development of Mathematical Thinking: Neural Substrates and Genetic Influences*. *PsycCRITIQUES*, *61* (31). doi: 10.1037/a0040434

25. Faulkenberry, T. J. (2016). Undergraduate students: An endangered resource? *Southwestern Psychologist*, *9(1)*, 2.

26. Faulkenberry, T. J., Cruise, A., Lavro, D., & Shaki, S. (2015). Response trajectories support a late-interaction model of the size-congruity effect. *Canadian Journal of Experimental Psychology, 69*, 346.

27. Faulkenberry, T. J., Cruise, A., & Shaki, S. (2015). Reversing the manual decade bias in two-digit number comparison. *Abstracts of the Psychonomic Society, 20*, 39.

28. Geye, T. L, & Faulkenberry, T. J. (2015). Response trajectories capture individual differences in a size congruity task. *Abstracts of the Psychonomic Society, 20*, 249.

29. Faulkenberry, T. J., Cruise, A., Lavro, D., & Shaki, S. (2014). Response trajectories capture the continuous dynamics of the size-congruity effect. *Abstracts of the Psychonomic Society, 19*, 53.

30. Faulkenberry, T. J. (2013). Measuring the working memory requirements of mental arithmetic. *Canadian Journal of Experimental Psychology, 67*, 281.

31. Faulkenberry, T. J. (2013). Measuring the working memory requirements of mental arithmetic. *Abstracts of the Psychonomic Society, 18*, 203-204.

32. Faulkenberry, T. J. (2012). The temporal dynamics of fraction representations: Components are processed first. *Canadian Journal of Experimental Psychology, 66*, 310.

33. Faulkenberry, T. J. & Montgomery, S. A. (2012). The primacy of components in numerical fractions. *Abstracts of the Psychonomic Society, 17*, 206.

34. Faulkenberry, T. J. (2011). Brain-based mathematics: Promising practice or hopeful hype? *RCML Intersection Points, 35* (3), 9-10.

35. Faulkenberry, T. J. & Kelsey, A. R. (2011). Working memory and strategic performance in fraction comparison. *Canadian Journal of Experimental Psychology, 65*, 311-311.

36. Faulkenberry, T. J. (2011). The dynamics of the SNARC effect: Evidence from mouse tracking. *Canadian Journal of Experimental Psychology, 65*, 316-316.

37. Faulkenberry, T. J. (2011). Motor dynamics in numerical representations: Evidence from mouse tracking. *Abstracts of the Psychonomic Society, 16*, 76-76.

38. Faulkenberry, T. J. (2010). The roles of phonological and visuo-spatial working memory resources in simple fraction strategies. *Canadian Journal of Experimental Psychology, 64*, 302-302.

39. Lu, S. Wakefield, L. & Faulkenberry, T. J. (2006). The roles of beginnings, overlap, and ends in event temporal relations. *Abstracts of the Psychonomic Society, 11*, 9-9.

Conference Presentations

1. Faulkenberry, T. J. (March 2024). A (surprisingly efficient) closed-form method for fitting shifted Wald response time models. Southwestern Psychological Association. San Antonio, TX.

2. Faulkenberry, T. J. (October 2023) Using censoring to build process models that account for both RT and errors in high-accuracy cognitive tasks. Southwest Cognition Conference (ARMADILLO). Texas State University, San Marcos, TX.

3. Faulkenberry, T. J. (April 2023). Attenuation of evidence in Bayesian repeated-measures analysis of variance. Southwestern Psychological Association. Frisco, TX.

4. Brennan, K., & Faulkenberry, T. J. (April 2023). Operator priming effects in multiplication: Evidence of absence or absence of evidence? Southwestern Psychological Association. Frisco, TX.

5. Scheuler, B., Faulkenberry, T. J., & Houpt, J. (April 2023). Evaluating single-level and hierarchical maximum likelihood estimation in shifted-Wald models. Southwestern Psychological Association. Frisco, TX.

6. Zapata, B., & Faulkenberry, T. J. (April 2023). A diffusion model decomposition of the unit decade compatibility effect in two digit number comparison. Southwestern Psychological Association. Frisco, TX.

7. Faulkenberry, T. J. (March 2023). Gamma function approximations for computing closed-form Bayes factors. Mathematical Association of America Texas Section Meeting. Stephenville, TX.

8. Faulkenberry, T. J. (February 2023). Using computational mathematics as a research bridge between multiple disciplines. PERS Symposium, Tarleton State University, Stephenville, TX.

9. Faulkenberry, T. J. (October 2022). Bayesian hierarchical modeling of individual differences structures in numerical cognition. Southwest Cognition Conference (ARMADILLO), Tarleton State University, Stephenville, TX.

10. Scheuler, B., & Faulkenberry, T. J. (October 2022). Classical maximum likelihood estimation in shifted-Wald models. Southwest Cognition Conference (ARMADILLO), Tarleton State University, Stephenville, TX.

11. Brennan, K., & Faulkenberry, T. J. (October 2022). Operator preview effects in mental multiplication: Evidence for absence, or absence of evidence? Southwest Cognition Conference (ARMADILLO), Tarleton State University, Stephenville, TX.

12. Zapata, B., & Faulkenberry, T. J. (October 2022). A diffusion model decomposition of the latent cognitive processes in two-digit number comparison. Southwest Cognition Conference (ARMADILLO), Tarleton State University, Stephenville, TX.

13. Codreanu, M., & Faulkenberry, T. J. (April 2022). Using ex-Gaussian modeling to reveal mechanisms of the flanker effect, Southwestern Psychological Association, Baton Rouge, LA.

14. Zapata, B., Bowman, K., & Faulkenberry, T. J. (April 2022). Response time modeling reveals the latent cognitive processes in two-digit number comparison, Southwestern Psychological Association, Baton Rouge, LA.

15. Scheuler, B., & Faulkenberry, T. J. (April 2022). Cognitive processes in mental arithmetic: A confirmatory Bayesian analysis, Southwestern Psychological Association, Baton Rouge, LA.

16. Faulkenberry, T. J. (February 2022). Developing an interdisciplinary research experience for undergraduates in computational mathematics. PERS Symposium, Tarleton State University, Stephenville, TX.

17. Codreanu, M., & Faulkenberry, T. J. (February 2022). Using ex-Gaussian and diffusion modeling to reveal mechanisms of the flanker effect, PERS Symposium, Tarleton State University, Stephenville, TX.

18. Scheuler, B., & Faulkenberry, T. J. (February 2022). Cognitive processes in mental arithmetic: A confirmatory Bayesian analysis, PERS Symposium, Tarleton State University, Stephenville, TX.

19. Zapata, B., & Faulkenberry, T. J. (February 2022). Response time modeling reveals the latent cognitive processes in two-digit number comparison, PERS Symposium, Tarleton State University, Stephenville, TX.

20. Faulkenberry, T. J. (September 2021). Obtaining closed form Bayes factors from summary statistics in common experimental designs. Applied Statistics 2021, Virtual/online.

21. Faulkenberry, T. J. (September, 2021). A Bayesian framework for modeling individual differences in two-digit number representation. Southwest Cognition Conference (ARMADILLO), Virtual/online.

22. Zapata, B., Bowman, K., & Faulkenberry, T. J. (September 2021). An EZ Diffusion Model Parameter Decomposition of the Unit-decade Compatibility Effect. Southwest Cognition Conference (ARMADILLO), Virtual/online.

23. Jean Baptiste, C., Bowman, K., & Faulkenberry, T. J. (September 2021). An ex-Gaussian decomposition of the unit-decade compatibility effect. Southwest Cognition Conference (ARMADILLO), Virtual/online.

24. Faulkenberry, T. J. & Horry, R. (July, 2021). An interactive web applet for exploring the impact of unequal variances on the t-test. US Conference on the Teaching of Statistics (USCOTS 2021). Virtual/online.

25. Faulkenberry, T. J. (April, 2021). Some methods for approximating closed-form Bayes factors. Mathematical Association of America Texas Section Meeting. Virtual/online.

26. Faulkenberry, T. J. (April, 2021). Do asynchronous students perform worse? A Bayesian analysis of pandemic teaching. Southwestern Psychological Association. San Antonio, TX.

27. Faulkenberry, T. J., & Bowman, K. A. (October 2020). Modeling a latent structure of individual differences in numerical cognition. Southwest Cognition Conference (ARMADILLO), Virtual/online.

28. Faulkenberry, T. J. (June 2020). A systems factorial technology approach to classifying the architecture of fraction perception. Math Cognition and Learning Society, Dublin, Ireland (cancelled due to COVID-19)

29. Scheuler, B., & Faulkenberry, T. J. (April 2020). An illustration of Bayesian hypothesis testing: The case of the facial feedback effect. Southwestern Psychological Association, Frisco, TX (cancelled due to COVID-19)

30. Faulkenberry, T. J. (April 2020). Getting started with Bayesian inference in psychology: A workshop using JASP. Southwestern Psychological Association, Frisco, TX (cancelled due to COVID-19)

31. Bowman, K., Caldwell, K., Garcia, B., & Faulkenberry, T. J. (April 2020). Maximum likelihood estimation of the Ex-Gaussian model for response time distributions. Southwestern Psychological Association, Frisco, TX (cancelled due to COVID-19)

32. Faulkenberry, T. J., (November, 2019). Org-mode and FoilTeX - an unlikely (but useful) combination for teaching", EmacsConf2019, Free Software Foundation, Virtual / Online.

33. Faulkenberry, T. J. (June, 2019). A hierarchical Bayesian model of individual difference structures for the size-congruity effect. Math Cognition and Learning Society, Ottawa, ON.

34. Faulkenberry, T. J., Hetzel, S., & Bowman, K. (April, 2019). A systems factorial technology approach to classifying the architecture of fraction perception. Southwestern Psychological Association, Albuquerque, NM.

35. Faulkenberry, T. J. (April, 2019). An introduction to the theory and practice of Bayesian hypothesis testing: A workshop using JASP. Southwestern Psychological Association, Albuquerque, NM.

36. Bowman, K., & Faulkenberry, T. J. (April, 2019). Response time modeling supports a late interaction account of the size-congruity effect. Southwestern Psychological Association, Albuquerque, NM.

37. Faulkenberry, T. J. (January, 2019). Demonstrating Bayesian model comparison with a class-sourced experiment in mental arithmetic. National Institute on the Teaching of Psychology (NITOP), St. Pete Beach, FL

38. Faulkenberry, T. J. (April, 2018). Introduction to Bayesian inference for the psychological sciences (workshop). Southwestern Psychological Association, Houston, TX

39. Bowman, K. A., & Faulkenberry, T. J. (April, 2018). The dynamics of spatial operational momentum in mental arithmetic. Southwestern Psychological Association, Houston, TX.

40. Faulkenberry, T. J. (November, 2017). A hierarchical Bayesian model for measuring response times in a mental arithmetic task. Society for Mathematical Psychology, Vancouver, BC.

41. Faulkenberry, T. J. (April, 2017). Accumulator models of decision processes in mental arithmetic. Southwestern Psychological Association, San Antonio, TX

42. Faulkenberry, T. J., & Wood, J. (April, 2017). A Bayesian perspective on the operator preview paradigm in mental arithmetic. Southwestern Psychological Association, San Antonio, TX

43. Nejman, J., & Faulkenberry, T. J. (April, 2017). Implicit priming reveals both holistic and decomposed processing in fraction comparison. Southwestern Psychological Association, San Antonio, TX

44. Wood, J., & Faulkenberry, T. J. (April, 2017). The dynamics of operator preview effects in mental arithmetic. Southwestern Psychological Association, San Antonio, TX

45. Bowman, K., & Faulkenberry, T. J. (April, 2017). Testing competing models of two-digit number representation: Decomposed versus holistic processing. Southwestern Psychological Association, San Antonio, TX

46. Faulkenberry, T. J. (April, 2016). Testing two accounts of response dynamics in a number comparison task. Southwestern Psychological Association, Dallas, TX

47. Faulkenberry, T. J. (April, 2016). Recent developments on the size congruity effect in numerical cognition. Southwestern Psychological Association, Dallas, TX

48. Rutledge, M., & Faulkenberry, T. J. (April, 2016). Spatial-numerical associations in mental arithmetic. Southwestern Psychological Association, Dallas, TX

49. Geye, T., & Faulkenberry, T. J. (April, 2016). Computer mousetracking reveals individual differences in a size congruity task. Southwestern Psychological Association, Dallas, TX

50. Bowman, K. A., & Faulkenberry, T. J. (April, 2016). The effects of mathematical fluency on multi-digit number representations. Southwestern Psychological Association, Dallas, TX

51. Faulkenberry, T. J. (October, 2015). Testing a direct-mapping versus competition account of response dynamics in a number comparison task. ARMADILLO 2015, Waco, TX.

52. Bowman, K. A., & Faulkenberry, T. J. (October, 2015). The effects of mathematical fluency on multi-digit number representations. ARMADILLO 2015, Waco, TX.

53. Bowman, K. A., & Faulkenberry, T. J. (October, 2015). The effects of mathematical fluency on multi-digit number representations. TAMUS Pathways Symposium, Corpus Christi, TX.

54. Bowman, K. A., & Faulkenberry, T. J. (October, 2015). The effects of mathematical fluency on multi-digit number representations. Tarleton Research Symposium, Stephenville, TX.

55. Faulkenberry, T. J. (April, 2015). Class-sourcing replications of reaction time studies: An example in mathematical cognition. Southwestern Teachers of Psychology Conference, Wichita, KS.

56. Geye, T., Fleming, B., & Faulkenberry, T. J. (April, 2015). Validation of the calculation fluency test for measuring arithmetic skills. Southwestern Psychological Association, Wichita, KS.

57. Frampton, A., & Faulkenberry, T. J. (April, 2015). Cognitive arithmetic processs: The effects of problem size and format on performance. Southwestern Psychological Association, Wichita, KS.

58. Faulkenberry, T. J. (April, 2015). Evidence for a late-interactions model of the numerical size congruity effect. Southwestern Psychological Association, Wichita, KS.

59. Harris Bozer, A., & Faulkenberry, T. J. (April, 2015). Applying the CREATE pedagogical tool to the online animal behavior course to enhance scientific literacy. 2015 CIRTL Forum: Preparing the Future STEM Faculty for the Rapidly Changing Landscape of Higher Education, College Station, TX.

60. Frampton, A., & Faulkenberry, T. J. (March, 2015). Cognitive arithmetic processes: The effects of numerical surface form on strategy choice. Texas Undergraduate Research Day at the Capitol, Austin, TX.

61. Faulkenberry, E. D., Smith, K., Riggs, E., & Faulkenberry, T. J. (February, 2015). The evolution of PST's beliefs: Examining the effect of teacher preparation. Research Council on Mathematics Learning, Las Vegas, NV.

62. Faulkenberry, T. J. (October, 2014). Hand movements reflect competitive processing in a numerical parity task. ARMADILLO 2014, Norman, OK.

63. Faulkenberry, T. J. (October, 2014). The dynamics of fraction representations: Components are processed first. ARMADILLO 2014, Norman, OK.

64. Faulkenberry, T. J. (April, 2014). Hand movements reflect competitive processing in numerical fraction representations. Southwestern Psychological Association, San Antonio, TX.

65. Faulkenberry, T. J. (April, 2014). A brief introduction to using R for teaching statistical methods. Southwestern Teachers of Psychology Conference, San Antonio, TX.

66. Faulkenberry, T. J. (March, 2014). A classroom activity for demonstrating confirmation bias. Tarleton Excellence in Teaching Conference, Stephenville, TX.

67. Smith, K. H., Riggs, B., Faulkenberry, E. D., & Faulkenberry, T. J. (February, 2014). A snapshot of preservice teacher beliefs: A factor analytic method. Research Council on Mathematics Learning, San Antonio, TX.

68. Faulkenberry, T. J. (April, 2013). Modeling the roles of working memory and strategy type in fraction comparison. TX Section MAA Meeting, Texas Tech University, Lubbock, TX.

69. Faulkenberry, T. J. (March, 2013). Estimating the working memory requirements of mental arithmetic. OK-AR Section MAA Meeting, Oklahoma State University, Stillwater, OK.

70. Faulkenberry, T. J. (April, 2012). Some limitations in measuring working memory capacity. TX Section MAA Meeting, El Centro College, Dallas, TX.

71. Faulkenberry, T. J. (February, 2012). Examining the role of testing in learning mathematics: Directions for future research. 39th Annual Meeting of the Research Council on Mathematics Learning, Charlotte, NC.

72. Faulkenberry, T. J. & Pierce, B. H. (October, 2011). The roles of working memory and strategy type in fraction comparison. ARMADILLO 2011, Commerce, TX.

73. Faulkenberry, T. J. (April, 2010). Working memory and strategy execution in simple fraction strategies. Annual Research Symposium, Texas A& M University - Commerce.

74. Faulkenberry, T. J. (April, 2009). Mathematics anxiety among elementary education majors: Does test format matter?. Annual Research Symposium, Texas A& M University - Commerce.

75. Faulkenberry, T. J. (February, 2009). Mathematics anxiety among elementary education majors. 36th Annual Meeting of the Research Council on Mathematics Learning, Rome, GA.

76. Faulkenberry, E. D. & Faulkenberry, T. J. (February, 2008). An assessment of the mathematical knowledge of elementary preservice teachers with regard to number and operation. 35th Annual Meeting of the Research Council on Mathematics Learning, Oklahoma City, OK.

77. Faulkenberry, T. J. (February, 2008). Working memory: Cognitive and instructional implications for mathematics. 35th Annual Meeting of the Research Council on Mathematics Learning, Oklahoma City, OK.

78. Faulkenberry, E. D. & Faulkenberry, T. J. (October, 2005). Using the geometry module in Teacher Quality grants. Charles A. Dana Center Higher Education Mathematics Conference, Austin, TX.

79. Faulkenberry, T. J. (April, 2005). Cognitive frameworks in advanced mathematical thinking. MAA Texas Section Meeting, University of Texas - Arlington.

80. Faulkenberry, T. J. (April, 2004). The shapes of 2-dimensional manifolds. MAA Texas Section Meeting, Texas A&M University - Corpus Christi.

81. Faulkenberry, T. J. (March, 2003). Conway's ZIP proof. MAA Oklahoma/Arkansas Section Meeting, University of Tulsa.

82. Faulkenberry, T. J. (March, 2002). Knot algorithms and their computational complexity. MAA Oklahoma/Arkansas Section Meeting, Henderson State University.

83. Faulkenberry, T. J. (March, 2002). Topology in the high school? National Council of Teachers of Mathematics Regional Conference, Oklahoma City, OK.

84. Faulkenberry, T. J. (March, 1999). The construction of a Riemann surface structure on a once-punctured torus. MAA Oklahoma/Arkansas Section Meeting, Arkansas Tech University.

85. Faulkenberry, T. J. (March, 1998). The classification of Markoff numbers on a once-punctured torus. MAA Oklahoma/Arkansas Section Meeting, Southern Nazarene University.

Seminars and Invited Talks

1. Faulkenberry, T. J. (March 2024). Workshop – An introduction to Bayesian inference with JASP. New Mexico State University

2. Faulkenberry, T. J. (November 2023). Going beyond the mean: Using mathematical models as a window into cognitive processing. Psychological Sciences Brown Bag Seminar, Tarleton State University.

3. Faulkenberry, T. J. (September 2023). Going beyond the mean: Using mathematical models as a window into cognitive processing. Invited Talk, Texas A&M University - San Antonio.

4. Faulkenberry, T. J. (September 2023). Workshop - Getting Started in Bayesian Statistics with JASP. Texas A&M University - San Antonio.

5. Faulkenberry, T. J. (April 2023). A Mathematician's Apology: How a Life in Mathematics has Shaped a Career in Psychology. Keynote Address - Southwestern Psychological Association, Frisco, TX.

6. Faulkenberry, T. J. (April 2023). Getting started with Bayesian Statistics: A workshop using JASP. Southwestern Psychological Association, Frisco, TX.

7. Faulkenberry, T. J. (August 2022). "Bayes"-ic Statistical Inference. CEE Professional Development Workshop, Tarleton State University, Stephenville, TX.

8. Faulkenberry, T. J. (April 2022). Workshop: Getting started in Bayesian Statistics with JASP. Southwestern Psychological Association, Baton Rouge, LA.

9. Faulkenberry, T. J. (September 2021). A Bayesian framework for modeling individual differences in numerical cognition. Educational Psychology Colloquium Series, University of Alabama.

10. Faulkenberry, T. J. (April 2021). A Mathematician's Apology: What a Life in Mathematics has Taught Me about Teaching Psychology, Keynote Address - Southwestern Teachers of Psychology Conference (SWToP), San Antonio, TX.

11. Faulkenberry, T. J. (June 2020). Workshop: Bayesian statistics in numerical cognition. Invited workshop for the Math Cognition and Learning Society, Dublin, Ireland (cancelled due to COVID-19)

12. Faulkenberry, T. J. (June 2020), Workshop on Bayesian Statistics. Invited Lecture, University College - Dublin, Dublin, Ireland (cancelled due to COVID-19)

13. Faulkenberry, T. J. (April 2020). Developing an interactive web application for computing Bayes factors from summary statistics. Tarleton Psychological Sciences Day, Stephenville, TX.

14. Faulkenberry, T. J. (April 2020) A Mathematician's Apology: What a Life in Mathematics has Taught Me about Teaching Psychology, Keynote Address - Southwestern Teachers of Psychology Conference (SWToP), Frisco, TX (cancelled due to COVID-19)

15. Faulkenberry, T. J. (September 2019). Workshop: Bayesian statistics with JASP – Angelo State University, San Angelo, TX.

16. Faulkenberry, T. J. (June 2019). Workshop: Bayesian statistics in numerical cognition. Math Cognition and Learning Society, Ottawa, ON.

17. Faulkenberry, T. J. (August, 2018). Workshop on R and Bayesian Statistics – Texas Lutheran University, Seguin, TX.

18. Faulkenberry, T. J. (April, 2018). Introduction to applied Bayesian hypothesis testing – Faculty Research Coffee Hour, Stephenville, TX.

19. Faulkenberry, T. J. (December, 2017). Mental representations of two-digit numbers. Texas A&M University - San Antonio Speakers' Series, San Antonio, TX.

20. Faulkenberry, T. J. (September, 2017). Modeling response times in mental arithmetic. Baylor University Psychology and Neuroscience Speaker Series, Waco, TX.

21. Faulkenberry, T. J. (April, 2017). The Pope, Bayes' Theorem, and Harry Potter: A statistical drama in three acts. Tarleton Psychology Club, Stephenville, TX.

22. Faulkenberry, T. J. (March, 2017). Using mathematical modeling to understand mental arithmetic. Tarleton Math Club, Stephenville, TX.

23. Faulkenberry, T. J. (Nov. 2015). Associations between number and space in mental arithmetic. Psychological Sciences Open House, Stephenville, TX.

24. Faulkenberry, T. J. et al. (Oct. 2015). Publishing in the digital age. CII Panel Presentation, Stephenville, TX.

25. Faulkenberry, T. J. (June, 2015). Discussion of Marghetis et al. (2014). Carleton Math Cognition Lab, Ottawa, Ontario.

26. Smith, K. H., Riggs, B., Faulkenberry, E. D., & Faulkenberry, T. J. (May, 2014). A snapshot of preservice teacher beliefs: A factor analytic method. Tarleton State University Math Day 2014.

27. Faulkenberry, T. J. (Feb, 2014). Detecting cognitive processes via the motions of the hand: Studies in numerical cognition. Psychology & Counseling Department Seminar, Tarleton State University.Math

28. Faulkenberry, T. J. (April, 2013). Estimating the working memory requirements of mental arithmetic. Mathematics Education Seminar, University of Texas - Arlington, Arlington, TX.

29. Faulkenberry, T. J. (April, 2012). Reconsidering the magic number 7: Measuring and modeling working memory capacity. Mathematics Department Colloquium, Southeastern Oklahoma State University, Durant, OK.

30. Faulkenberry, T. J. (May, 2012). Arctangent approximations of π. Math Club Invited Speaker, Texas A&M University - Commerce

31. Faulkenberry, T. J. (Feb, 2012). Reconsidering the magic number 7: Measuring and modeling working memory capacity. Mathematics Department Colloquium, Texas A&M University - Commerce.

32. Faulkenberry, T. J. (2011). Introduction to LaTeX, Mathematics Department Colloquium, Texas A&M University - Commerce

33. Faulkenberry, T. J. (2009). Working memory in mathematical cognition: The case for fractions. Mathematics Department Colloquium, Texas A& M University - Commerce.

34. Faulkenberry, T. J. (2007). Uses, mis-uses, and non-uses of probability and statistics. Math club invited lecture, Texas A&M University - Commerce.

35. Faulkenberry, T. J. (2006). Continuous dynamics among phonological competitors. Cognitive Science Seminar, Texas A&M University - Commerce.

36. Faulkenberry, T. J. (2006). The evolution of color language. Cognitive Science Seminar, Texas A&M University - Commerce.

37. Faulkenberry, T. J. (2006). A computational model of event segmentation based on perceptual prediction. Cognitive Science Seminar, Texas A&M University - Commerce.

38. Faulkenberry, T. J. (2006). An introduction to latent semantic analysis. Cognitive Science Seminar, Texas A&M University - Commerce.

39. Faulkenberry, T. J. (2006). Dissections in mathematics. Math club invited lecture, Texas A&M University - Commerce.

40. Faulkenberry, T. J. (2006). Embodied cognition: The role of body and mind in abstract thought. Mathematics Education Seminar, Texas A&M University - Commerce.

41. Faulkenberry, T. J. (2005). A cognitive map for mathematical induction. Mathematics Education Seminar, Texas A&M University - Commerce.

42. Faulkenberry, T. J. (2005). Reflective abstraction in advanced mathematical thinking. Mathematics Education Seminar, Texas A&M University - Commerce.

43. Faulkenberry, T. J. (2005). Explorations in Flatland. Mathematics Colloquium, Texas A&M University - Commerce.

44. Faulkenberry, T. J. (2005). What is mathematics education research? Mathematics Education Seminar, Texas A&M University - Commerce.

45. Faulkenberry, T. J. (2004). Where do all the knots live: Templates and surface dynamics. Mathematics Colloquium, Texas A&M University - Commerce.

46. Faulkenberry, T. J. (2003). A beginner's guide to 3-manifolds. Graduate Student Colloquium, University of North Texas.

47. Faulkenberry, T. J. (2002). Determining the shape of space. Mathematics Colloquium, University of Central Oklahoma.

48. Faulkenberry, T. J. (2002). Determining the shape of space. Mathematics Colloquium, East Central University.

49. Faulkenberry, T. J. (2002). Algorithms in topology. Mathematics Colloquium, Southeastern Oklahoma State University.

Grant Funding

PI unless otherwise noted. Total funding = $1,058,374

- 2026-2027, Texas A&M University System, Research Excellence Fund, $500,000, *SWIFT: System-Wide Innovation Fellowships at Tarleton*
- 2023-2025, Tarleton State University, Postdoctoral Research Scholars Program, $168,000. *Bayesian modeling of individual differences in mathematical cognition*
- 2022-2023, National Science Foundation / Mathematical Association of America, National Research Experiences for Undergraduates Program (NREUP), $29,425. *CMAT: Computational Mathematics at Tarleton*
- 2022 (summer), Tarleton State University, President's Excellence in Research Scholars (PERS), $29,993. *Tarleton Researchers in Computational Mathematics.*
- 2021-2022, National Science Foundation / Mathematical Association of America, National Research Experiences for Undergraduates Program (NREUP), $30,125. *CMAT: Computational Mathematics at Tarleton*
- 2021 (summer), Tarleton State University, President's Excellence in Research Scholars (PERS), $31,500. *REU Site: Computational Mathematics at Tarleton.*
- 2020-2021, Tarleton State University, Faculty-Student Research Grant, $5000, *Developing an interactive web-based calculator for Bayesian statistics*
- 2019 (fall), Tarleton State University, Faculty Development Grant, $1000, *Travel: Math Cognition and Learning Society Conference in Dublin, Ireland.*

- 2019 (summer), National Science Foundation / Mathematical Association of America, National Research Experiences for Undergraduates Program (NREUP), $29,663. *CMAT: Computational Mathematics at Tarleton*
- 2018-2019, Tarleton State University, Faculty-Student Research Grant, $5000, *Modeling individual difference structures in numerical cognition*
- 2018 (spring), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *Using hierarchical Bayesian modeling to uncover the cognitive mechanisms underlying associations between number and space*
- 2017 (fall), Tarleton State University, Faculty Development Grant, $1000, *Travel: Psychonomic Society Meeting in Vancouver, BC*
- 2017 (summer), Tarleton State University, First Year Research Experience (FYRE), $4000, *Using the Wiener diffusion process to model response time distributions in a numerical decision task*
- 2015 (fall), Tarleton State University, Faculty Development Grant, $750, *Travel: Psychonomic Society Meeting in Boston, MA*
- 2016 (summer), Tarleton State University, First Year Research Experience (FYRE), $6500, *Investigating the dynamics of operator preview effects in mental arithmetic*
- 2016 (summer), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $4000, *Testing competing models of two-digit number representation: Decomposed, holistic, or hybrid?*
- 2016 (spring), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *Testing decomposed versus holistic fraction representations via an implicit priming task*
- 2016 (spring), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *Is memory "retrieval" in single digit arithmetic really just rapid shifts of attention along a mental number line?*
- 2015 (fall), Tarleton State University, Faculty Development Grant, $750, *Travel: Psychonomic Society Meeting in Chicago, Illinois*
- 2015 (fall), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *The effects of numerical fluency on mental representations of two-digit numbers.*
- 2015 (fall), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *Spatial-numerical associations in mental arithmetic.*
- 2015 (summer), Tarleton State University, First Year Research Experience (FYRE), $6500, *Mental representations of two-digit numbers*
- 2015 (summer), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $3500, *Spatial-numerical associations in mental arithmetic.*
- 2015 (spring), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *Are the stages of cognitive arithmetic additive or interactive? The effects of numerical surface form on an addition production task.*
- 2015 (spring), Society for the Teaching of Psychology, Early Career Travel Grant, $350, *Travel: Southwestern Teachers of Psychology Conference in Wichita, Kansas*
- 2014-2015, Tarleton State University, Organized Research Grant, $9560, *Investigating the cognitive factors behind mathematics learning disability*
- 2014 (fall), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $1000, *The effects of numerical surface form on strategies for mental arithmetic verification*

- 2014 (fall), Tarleton State University, Faculty Development Grant, $508, *Travel: Psychonomic Society Meeting in Long Beach, California*
- 2014 (summer), Tarleton State University, OSRCA Undergrad. Res. Assistantship, $3500, *Using hand tracking to analyze mental representations of fractions*
- 2014 (spring), Tarleton State University, QEP Startup Grant, $1500, *Applied Learning Experience: Undergraduate Research in Mathematical Cognition*
- 2013 (fall), Tarleton State University, Faculty Development Grant, $630, *Travel: Psychonomic Society Meeting in Toronto, Ontario*
- 2012-2013, National Science Foundation: Robert Noyce Scholarship Program, $174,020 (Co-PI with Ben Jang), *Building the Capacity for Math and Science Teacher Training*
- 2010, Texas A&M University – Commerce, OSP Research Grant, $5000, *Mouse Tracking in Mathematical Cognition*
- 2008, Texas A&M University – Commerce, OSP Mini Grant, $600, *IoLab Button Box for Psyscope X*

Editorial roles

- Managing Editor (2026-present): *Journal of Psychological Inquiry*
- Associate Editor (2025-present): /Journal of Numerical Cognition)
- Associate Editor (2024-2026): *Behavior Research Methods*
- Guest Editor (2023-2025): *Canadian Journal of Experimental Psychology*
- Associate Editor (2016-2025): *Journal of Psychological Inquiry*
- Editorial Board (2019-2024): *Journal of Numerical Cognition*
- Associate Editor (2017-2021): *Journal of European Psychology Students*
- Guest Editor (2016-2018): *Journal of Numerical Cognition*
- Associate Editor (2017-2019): *Frontiers in Psychology: Cognition Section*
- Review Editor (2016-2017): *Frontiers in Psychology: Cognition Section*

Reviewing

- Ad hoc reviewer for the following journals: *Acta Psychologica, Advances in Methods and Practices in the Psychological Sciences, Attention, Perception, & Psychophysics, Behavior Research Methods, British Journal of Developmental Psychology, Canadian Journal of Experimental Psychology, Cognitive Processing, Cognition, Cognitive Science, Computational Brain and Behavior, Frontiers in Psychology, Indian Journal of Science and Technology, Journal of Cognitive Psychology, Journal of Experimental Child Psychology, Journal of Experimental Psychology: General, Journal of Numerical Cognition, Journal of Open Source Software, Learning and Individual Differences, Mathematical Population Studies, Mathematics Teacher, Mathematics Teaching in the Middle School, Meta-Psychology, PLOS One, Proceedings of the Research Council on Mathematics Learning, Psychological Methods, Psychonomic Bulletin and Review, Quarterly Journal of Experimental Psychology*
- External Examiner
  - 2023, Don van den Bergh, Ph.D., University of Amsterdam, NL
  - 2017, Corinna Jones, Ph.D., University of Huddersfield, UK

- Panelist/Reader
  - 2017-2019, Judge, American Statistical Association Statistics Project Competition
  - 2015-2020, Reader, AP Statistics Exam, Kansas City, MO
  - 2012-2015, Panelist, National Science Foundation, Washington, DC
- Grant proposal reviewer for National Science Foundation, Social Sciences and Humanities Research Council of Canada, National Science Centre (Poland)
- Textbook reviewer for Psychology Press, Routledge, Sage, Taylor & Francis, Cambridge University Press, Springer.
- Academic Program Reviewer
  - 2023: B.A. in Psychology, Colorado Mesa University

Professional Memberships

- Psychonomic Society
- Society for Mathematical Psychology
- Southwestern Psychological Association (SWPA)

Professional Service

External Leadership Positions and Committee Membership

- Chair, Psychonomic Society Finance Commitee (appointed 2024-present)
- Treasurer, Society for Mathematical Psychology (elected 2025-present)
- Program Chair, Southwestern Psychological Association (appointed 2024-present)
- President, Southwestern Psychological Association (elected 2021-2024)
- Member, Psychonomic Society Finance Committee (appointed 2023)
- Chair, ASA-MAA Joint Committee on Statistics and Data Science Education (appointed 2022)
- Member, MAA Council on Teaching and Learning (appointed 2022)
- Secretary/Treasurer, MAA Special Interest Group (SIGMAA) on Statistics Education (elected 2020-2021)
- Member, ASA-MAA Joint Committee on Statistics Education (appointed 2020-2022)
- Treasurer, Southwestern Psychological Association (appointed, 2017-2021)
- Program Review Committee member, Psychonomic Society (appointed 2018-2021)
- Texas Representative, Southwestern Psychological Association (elected, 2015-2017)
- Steering Committee Member, Southwestern Teachers of Psychology (appointed, 2015-2016)
- Nominating Committee Chair, Southwestern Psychological Association (appointed, 2015)
- Advisory Board Member, Collaborative Replications and Education Project (CREP) (appointed, 2014-2016)
- Session Chair, Psychonomics Annual Meeting (2014, 2015)

- Session Chair, Southwestern Psychological Association Meeting (2015)
- Conference Committee Member, Research Council on Mathematics Learning (elected, 2012-2015)

Internal Leadership Positions and Committee Membership

- Member, University Academic Council, Tarleton (2021-present)
- Chair, Institutional Review Board (IRB), Tarleton (2018-2023)
- Member, General Education and Academic Assessment Committee, Tarleton (2019-2023)
- Faculty Research Fellow, Tarleton (2018-2019)
- Official Advisor for Alpha Chi Honor Society, Tarleton (2015-2020)
- State Non-Funded Course Review Group, Member, Tarleton (2015-2019)
- University Research Committee, Member, Tarleton (2015-2021)
- Student Research and Creative Activity Advisory Committee, Member, Tarleton (2013-2021)
- Member, Institutional Review Board (IRB), Tarleton (2017-2018)
- Faculty Fellow, Tarleton (2016-2018)
- Honors Advisory Committee for College of Education, Member, Tarleton (2015-2017)
- Session Chair and Judge, TAMUS Pathways Symposium (2017)
- University ALE Task Force, Member, Tarleton (2016-2017)
- Curriculum Committee, College of Education, Member, Tarleton (2014-2017)
- Greater Expectations Task Force, Member, Tarleton (2014-2015)
- Student/Faculty Marshall for Commencement, Tarleton (many times)
- Session Chair and Judge, Tarleton Research Symposium (2014, 2015)
- External Search Committee member, Department of Engineering, TAMU-C (2012-2013)
- University Honors Council, Member, TAMU-C (2012-2013)
- Liberal Studies Committee, Member, TAMU-C (2012-2013)
- Developmental Appeals Committee, Member, TAMU-C (2010-2012)

Courses Taught

Tarleton State University

- PSYC 2301: General Psychology (Honors), Fall 13,14,15
- PSYC 2317: Statistical Methods for Psychology, Fall 19,20,21,23; Sp 20
- PSYC 2301: General Psychology, Summer 14,15
- PSYC 3301: Psychology of Learning, Fall 13,14,15,16
- PSYC 3303: Educational Psychology, Fall 13; Spring 14; Summer 14,15,16
- PSYC 3309: Writing in Psychology, Spring 16

- PSYC 3320: Psycholinguistics, Summer 17,18,19,20,21
- PSYC 3330: Elem Statistics for Behav Science, Fall 14,15,16,17,18; Sp 15,16,17,18; Su 16,17,18
- HONS 3385: Honors Seminar (Numerical Cognition), Spring 15
- PSYC 3435: Prin Research for Behav Science, Fall 14,15,16,17,18,19,20; Sp 15,16,17,18,19,21; Su 15,16,17
- PSYC 4301: Psychological Tests and Measurements, Sp 20,21
- PSYC 4386: Advanced Statistical Methods, Spring 14
- PSYC 4386: Methods in Experimental Psychology, Spring 15; Fall 15
- PSYC 4386: Problems in Numerical Cognition, Fall 15
- PSYC 5303: Theories of Learning, Fall 16,22
- PSYC 5301: Research Methods, Spring 14,15,17,18,19,21
- PSYC 5304: Human Development, Spring 14
- PSYC 5316: Advanced Quantitative Methods, Fall 17,18,19,20,21,22,23
- PSYC 5322: Psychometrics, Sp 20
- PSYC 5379: Advanced Psycholinguistics, Summer 17,18,19,20,21
- EDAD 6313: Statistical Methods for Educational Leadership, Spring 16

Student Mentoring

Doctoral Dissertation Chair

- Kate Sims (Experimental Psychology, Tarleton, in progress)
- Steven McMullin (Experimental Psychology, Tarleton, in progress)

Masters Thesis Chair

- Steven McMullin (Applied Psychology, Tarleton, graduated 2026)
- Landry Smith (Applied Psychology, Tarleton, graduated 2025)
- Keelyn Brennan (Applied Psychology, Tarleton, graduated 2023)
- Bryanna Scheuler (Applied Psychology, Tarleton, graduated 2022)
- Mihaela Codreanu (Applied Psychology, Tarleton, graduated 2022)
- Annie Lenoir (Applied Psychology, Tarleton, graduated 2021)
- Kristen Bowman (Applied Psychology, Tarleton, graduated 2020)
- Chelsea Bradley (Applied Psychology, Tarleton, graduated 2018)

Doctoral Committees

- Kristen Bowman (Experimental Psychology, TAMU-C, in progress)
- Addie Caudle (Educational Leadership, Tarleton, graduated 2025)
- Angelika Stefan (Psychological Methods, University of Amsterdam, graduated 2023)
- Jessica Cervantes (Educational Leadership, Tarleton, graduated 2021)
- Jeni McNeely (Educational Leadership, Tarleton, graduated 2016)
- Trina Geye (Psychology, TAMU-C, graduated 2016)
- Beth Nikopoulous (Psychology, TAMU-C, graduated 2015)
- Donna Peters (Psychology, TAMU-C, graduated 2013)

Masters Committees

- Nicole Bennet (Child and Family Studies, Tarleton, graduated 2026)
- Shanna Coury (Psychology, TAMU-C, graduated 2025)
- Sam Arthur (Psychology, Tarleton, graduated 2023)
- Simon Rook (Applied Psychology, Tarleton, graduated 2022)
- Rene Wallace (Applied Psychology, Tarleton, graduated 2021)
- Kayli Colpitts (Applied Psychology, Tarleton, graduated 2020)
- Kody Lamb (Applied Psychology, Tarleton, graduated 2018)
- Trina Geye (Psychology, TAMU-C, graduated 2015)
- Beth Nikopoulous (Psychology, TAMU-C, graduated 2013)
- Heather Oetker (Special Education, TAMU-C, graduated 2012)
- Joshua Patterson (Mathematics, TAMU-C, graduated 2011)

Honors Thesis Chair

- Bella Zapata (Psychology, Tarleton, graduated 2023), *Closed form methods for estimating parameters of response time distributions*
- Kristen Bowman (Psychology, Tarleton, graduated 2018), *Nonwords induce reverse priming effects in a lexical decision task*
- Anissa Eid (Psychology, Tarleton, graduated 2018), *Cognitive mechanisms underlying spatial-numerical associations*
- Paige Woodard (Psychology, Tarleton, graduated 2017), *Mental arithmetic: Relationship between encoding and calculation processes*
- Sarah Montgomery (High Honors in Psychology, TAMU-C, graduated 2013), *Measuring the Working Memory Requirements of Mental Arithmetic*
- Emily Dalton (Honors in Psychology, TAMU-C, graduated 2013), *The Effects of Generation on False Memory for Numbers*
- Kaytlin Reid (Honors in Interdisciplinary Studies, TAMU-C, graduated 2013), *The Role of Working Memory in Mental Fraction Computation*

- Douglas Boney (Honors in Mathematics, TAMU-C, graduated 2013), *Knot Polynomials*
- Samantha Reece (Honors in Sociology, TAMU-C, graduated 2012), *The Effects of Stereotype Threat on Cheating Behavior in Mathematics*

Honors Thesis Committees

- Carmen Phelps (English, TAMU-C, 2013)
- Morgan Lutz (Psychology, TAMU-C, 2013)
- Nick Bredberg (Physics, TAMU-C, 2012)
- Kallie Hinton (Mathematics Education, TAMU-C, 2011)
- Lindsey Preston (Mathematics Education, TAMU-C, 2011)

Agenda Item No. 8.8

AGENDA ITEM BRIEFING

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

Subject: Appointment of Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support of Texas A&M University-Kingsville

Proposed Board Action:

Appoint Dr. Darin Hoskisson as the Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support of Texas A&M University-Kingsville, effective immediately.

Background Information:

Dr. Darin Hoskisson is recommended for the position of Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support at Texas A&M University-Kingsville. Dr. Hoskisson brings significant academic leadership and administrative experience that align with the responsibilities of this role. The change in current scope allows the creation of a separate Dean of Graduate Studies to advance efforts at reaching Texas University Fund (TUF) eligibility.

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

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

A&M System Funding or Other Financial Implications:

Dr. Robert Vela Jr. recommends an initial salary of $174,198.72.

Strategic Plan Driver(s) this Item Advances:

This proposed appointment advances the System's strategic driver by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability. In doing so, the appointment directly contributes to realizing the System's vision of being the system of choice for students, employers, faculty, staff, and research funders. This role particularly supports three 'Drivers of Impact': 1) Student Success, 2) Research and Innovation, and 3) Community Advancement.

Agenda Item No. 8.8

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
October 1, 2026

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

Subject: Appointment of Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support of Texas A&M University-Kingsville

I recommend adoption of the following minute order:

> **"Dr. Darin Hoskisson is hereby named the Vice Provost for Faculty Affairs, Curriculum, Policy, and Graduate Studies Support of Texas A&M University-Kingsville, effective immediately, at an initial salary of $174,198.72."**

Respectfully submitted,

[SIGNED BY]

Dr. Robert Vela,
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Darin Hoskisson

Title: Vice Provost

Salary: $ 174,198.72

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA-Comparison Group #1	Associate Provost	$184,726
2.	CUPA-Comparison Group #2	Associate Provost	$179,300
3.	System Members Only	Associate Provost	$171,090
4.			
5.			

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Scott Jones	Dean, Arts & Sciences	$205,000
2.	Dr. Shad Nelson	Dean, Agriculture & Natural Resources	$263,713
3.	Dr. Heidi Taboada	Dean, Engineering	$259,435
4.	Dr. Kathleen Lynch-Davis	Dean, Education & Human Performance	$200,000
5.	Dr. Dalila Salazar Morningstar	Dean, Business Administration	$220,000

Comments, if necessary:

Group #1-Public Doctoral High Research University-5,000 to 10,000 Student FTE
Group #2-National Peer Institutions

Title: Vice Provost for Faculty Affairs, Curriculum, Policy and Graduate Studies Support

Faculty Discipline: Music

Curriculum Vitae

Dr. Darin Hoskisson

Associate Vice President for Academic Affairs
Dean of the College of Graduate Studies
Professor of Music

EDUCATION

Ph.D., Music Theory, Supporting Area in Music History,
University of Oregon, 2006
Dissertation: "The *Grundgestalt* and Network Transformations in the Late Choral Works of Anton Webern," Prof. Jack Boss, Advisor

M.M., Music Theory,
Louisiana State University, 2001
Thesis: "The Finale of Brahms's Piano Quintet, Opus 34," Prof. Jeffrey Perry, Advisor
Studied Bassoon with William Ludwig, 1999-2000

B.M., Bassoon Performance,
Idaho State University, 1999
Studied Bassoon with Christian Smith, 1996-99 and Alan Stanek, 1995-96

EMPLOYMENT HISTORY

Texas A&M University-Kingsville, 2006-

Associate Vice President, Academic Affairs 2022-

- Oversee offices of Center for Faculty Excellence and International Student and Scholar Services.
- Responsible for faculty credentialing to meet SACSCOC standards.
- Assist the colleges in the development of new academic programs and coordinate the submission of new programs to the Texas A&M University System and the Texas Higher Education Coordinating Board.
- Responsible for submitting annual academic reports to the Texas Higher Education Coordinating Board and other state agencies.
- Work with the university SACSCOC liaison to ensure compliance with accreditation standards in the academic affairs area.
- Oversee the tenure, promotion, and continuation process for the university.
- Manage faculty appeals and grievances regarding tenure, promotion, and continuation.
- Manage the end-of-semester student course evaluation process for the university.
- Oversee the development and publication of the University Catalog.

- Assisting in the creation and development of a new BSN in Nursing program.
- Chaired a taskforce working on restructuring the University's Freshman Success Course, UNIV 1201
- Participated in the development and writing of materials for the University's 2025 SACSCOC reaffirmation bid.
- Serve as a member of the University's Emergency Management Team
- Oversee the university partnership with the Association of College and University Educators (ACUE).
- Oversaw the implementation of Watermark Faculty Success platform as the tool to manage all faculty reviews for promotion, tenure, continuation, annual evaluation, and post-tenure review.
- Oversaw the implementation of the course sharing platform Acadeum.

Dean, College of Graduate Studies 2023-

- Oversee all graduate student support services for the university.
- Manage the candidacy for gradation applications and ensure final degree checks are complete.
- Respond to all graduate student complaints and appeals.
- Oversee university wide graduate student recruitment initiatives.
- Work with academic programs in curriculum development of new programs – currently assisting in the design of a new MS in Agribusiness and an MSN in Nursing.
- Oversee the University Graduate Council, which sets policies for graduate education at TAMUK and serves as the University's Graduate Curriculum Committee.
- Wrote the proposal for TAMUK to participate in the Texas Higher Education Coordinating Board's Texas Leadership Research Scholars Program providing full funding in support of selected doctoral students.
- Developed and held the first ever TAMUK 3MT competition.
- Supported student development activities by providing access to graduate teaching assistants in an ACUE faculty development course.
- Supported the College of Engineering in the development of two new Master's degrees in Architectural Engineering and Space and Aeronautical Engineering.

Acting Provost, 2023

- Served as primary contact person for Academic Affairs during the vacancy in our Provost position.
- Represented Academic Affairs at all university functions and with the Texas A&M University System and the Texas Higher Education Coordinating Board.

- Oversaw the offices of Student Success, University Library, Research and Graduate Studies, University Registrar, and Center for Academic Technology.
- Worked with the Deans of the colleges in support of academic issues.
- Served as a member of the President's Strategic Leadership Team.
- Conducted May 2023 Commencement Exercises.

Assistant Vice President, Enrollment Management 2021-2022

- Oversaw efforts that led to an 18% increase in new freshman enrollment for Fall 2022 and a 9% increase in new freshmen enrollment for Fall 2023.
- Oversaw the first increase in overall student enrollment since 2016 for Fall 2023 with an 8% growth.
- Responsible for the administration and leadership of the enrollment management division at the university, which includes the individual offices of Financial Aid, Admissions, Recruiting, Strategic Enrollment Planning and Integrated Student Services. This includes 50 full-time staff and 45 student workers.
- Primary responsibility for all divisional budgets totaling almost $4,000,000.
- Established a Strategic Enrollment Plan for Texas A&M University-Kingsville in partnership with Ruffalo Noel Levitz.
- Led the roll-out and implementation of the new Strategic Enrollment Plan
- PI for the Texas Higher Education Coordinating Board's Reskilling Grants rounds 2 and 3 – awarded $112,500 for Round 2 and $225,000 for Round 3.
- PI for the Texas Higher Education Coordinating Board's Completion Repayment Grant – awarded $75,000.
- Led the roll-out of the Javelina Promise Program – a new tuition assistance program from TAMUK that covers tuition and mandatory fees for students who meet income eligibility requirements.
- Member of the UpSkill Coastal Bend project led by the Education to Employment organization. Participated in training with CivicLab on developing rural education initiatives.
- Following recommendations by Ruffalo Noel Levitz, began a complete rebuild of the communication plans for prospective students.
- Led the implementation of a new texting platform for university communications – Signal Vine.
- Led an update and revision of New Student Orientation for all First Time in College Freshmen.
- Participated in the Texas A&M University System Enrollment Management Community of Practice where all the Enrollment Management heads within the A&M System join together to support

system-wide enrollment initiatives and to advocate for policies and practices that support individual institutional success.

Interim Vice President, Enrollment Management, 2020-2021

- Responsible for the administration and leadership of the enrollment management division at the university, which includes the individual offices of Financial Aid, Admissions, Recruiting, Strategic Enrollment Planning, and Integrated Student Services. This includes 47 full-time staff and about 40 student workers.
- Served as a member of the President's Council.
- Led the roll-out of the Javelina Opportunity Award, a new program offering new students free tuition and fees for their first year at TAMUK as long as they meet certain eligibility requirements.
- PI for the Texas Higher Education Coordinating Board's Reskilling Support Fund Grant Program – awarded $112,500 for 2021. This money will be used to provide financial assistance to stopped-out students seeking to return to school and complete their degrees.
- Worked on building collaborative relationships with area community colleges. This includes efforts to update transfer articulation agreements, adding space on community college campuses for TAMUK recruiting reps to meet with students, and the potential of concurrent enrollment situations in which TAMUK offers courses on the community college campuses.

Associate Dean, College of Arts and Sciences, 2018-2020

- Responsible for student related issues including, graduation checkout and student complaints.
- Responsible for program development in the college. I worked with departments on the creation of new programs, shepherding programs through the curriculum proposal process for any changes to current programs, and tracking data on program numbers for the college.
- Wrote the proposal for a new Bachelor of General Studies degree plan at Texas A&M University-Kingsville (approved and launched in Fall 2021).
- Implemented a new process of review for minors and certificates in the College of Arts and Sciences to ensure existing programs remain viable and current and that new proposed programs meet standards of excellence.
- Chaired the college's graduate curriculum committee and worked with the department's graduate coordinators in the college to assist them in their responsibilities.
- Responsible for overseeing academic course scheduling in the college. I worked with departments to ensure they prepare accurate schedules on time and in accordance with university policies.

- Liaison with the university recruiting team. I worked to promote recruiting efforts for the college and assisted individual programs in their recruiting efforts.
- Liaison with the college's academic advising team.
- Liaison with the university research office for the college.

Chair, Department of Clinical Health Sciences, 2015-2018

- Administrative responsibilities and oversite of the department, which includes the Social Work program and the Communication Sciences and Disorders program. This includes 15 full-time faculty, 2 full-time staff, 3 part-time faculty, 5 graduate teaching assistants, and several student workers, as well as almost 300 graduate and undergraduate students in four different degree programs:
  Bachelor of Science in Communication Sciences and Disorders
  Bachelor of Social Work
  Master of Science in Communication Sciences and Disorders
  Master of Social Work
- Primary responsibility for departmental budgets totaling more than $1.1 million.
- Evaluated all faculty and staff on an annual basis and provided recommendations on faculty continuance, promotion, and tenure.
- Oversaw hiring process of all new faculty, both part-time and full-time.
- Assisted department in establishing new tenure and promotion guidelines.
- Assisted program directors in meeting accreditation responsibilities with the Council on Social Work Education (CSWE) and the Council on Academic Accreditation in Audiology and Speech-Language Pathology of the American Speech-Language-hearing Association (CAA-ASHA).
- Assisted with new-student advising for incoming freshman and new transfer students in the department.

Academic Administrative Intern, Provost's Office, 2013-2015

- Led campus-wide reorganization of classroom scheduling by implementing the Astra Scheduling Software.
- Assisted with the University's re-accreditation process with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).
- Assisted all academic departments in implementing changes to the state-mandated core curriculum.

Instructional Coach, Center for Teaching Effectiveness, 2012-2015

- Mentored individual faculty members across campus in the improvement of their teaching abilities.

Graduate Coordinator, Music Department, 2012-2018

- Oversaw all graduate degree programs in the Department of Music.
- Acted as primary advisor for all graduate music students.
- Oversaw admissions decisions for incoming graduate students.
- Maintained degree plans and other graduate student records.
- Assisted students in completing final degree requirements and in applying for candidacy.
- Assisted in the development and implementation of the new Masters of Music in Performance.

Faculty, Music Department, 2006-

- Granted promotion to Full Professor in 2018.
- Granted tenure and promotion to Associate Professor in 2012.
- Teach courses in the music theory and ear training curriculum. Courses taught include:
  Introduction to Basic Aural Training I and II
  Intermediate Aural Training I and II
  Introduction to Basic Musicianship I and II
  Intermediate Musicianship I and II
  Analytical Techniques I and II
  Composition
  Graduate Advanced Analysis
- Develop course materials and select text books for music theory and ear training courses in the department
- Taught the graduate Music Research Methods course
- Taught the graduate 20th Century Music History Survey Course
- Supervised 5 final M.M. degree required graduate research projects:
  Armadillo, Melinda M. "A Literature-Based Approach to Teaching Rhythm in Poetry and Music to Children." 2018.
  Garcia, Audriana. "A Comparative Study of the Kodály Method and Artful Learning." 2018
  Castro, Robert. "The Kodály Method and its Use in a High School Wind Ensemble Setting." 2017.
  Trevino-Mendez, Sandra Mae. "A Study of Women Band Directors in South Texas." 2017.
  Rodriguez, Jose. "Deafness: A Concise History Including Music Education and Technology." 2016.
- Served on several committees reviewing final degree required graduate research projects.
- Served on numerous senior recital committees.

University of Oregon, 2001-2006

Graduate Teaching Fellow, School of Music and Dance, 2001-2006

- Taught supporting labs in all areas of the undergraduate music theory and aural skills curriculum.

- Assisted with the graduate Counterpoint class.

Louisiana State University, 1999-2001

Graduate Teaching Assistant, College of Music and Dramatic Arts, 1999-2001

- Taught bi-weekly labs for the freshman Music Materials Course, which included music theory, aural skills, keyboard skills, and music history.

LIST OF COURSES TAUGHT

Texas A&M University-Kingsville

- MUSI 1116 – Introduction to Basic Aural Training
- MUSI 1117 – Introduction to Basic Aural Training
- MUSI 1167 – Woodwinds II (Bassoon portion)
- MUSI 1316 – Introduction to Basic Musicianship
- MUSI 1317 – Introduction to Basic Musicianship
- MUSI 2116 – Intermediate Aural Training
- MUSI 2117 – Intermediate Aural Training
- MUSI 2316 – Intermediate Musicianship
- MUSI 2317 – Intermediate Musicianship
- MUSI 3314 – Composition
- MUSI 4318 – Analytical Techniques I
- MUSI 4319 – Analytical Techniques II
- MUSI 5301 – Introduction to Research in Music
- MUSI 5309 – Musicology Seminar
- MUSI 5318 – Advanced Analysis

University of Oregon

- MUS 127 – Rudimentary Aural Skills
- MUS 131 – Music Theory I
- MUS 132 – Music Theory II
- MUS 134 – Aural Skills I
- MUS 135 – Aural Skills II
- MUS 136 – Aural Skills III
- MUS 234 – Aural Skills IV
- MUS 235 – Aural Skills V
- MUS 236 – Aural Skills VI
- MUS 324 – Analysis I
- MUS 325 – Analysis II
- MUS 326 – Analysis III
- MUS 433 – Counterpoint I

Louisiana State University

- MUSIC 1731 – Freshman Music Materials I
- MUSIC 1732 – Freshman Music Materials II

PROFESSIONAL ACHIEVEMENT

Publications

- Hoskisson, Darin and Alex Sanchez-Behar. *Form in Context: A Spiral Approach to Musical Structure*. New York: Routledge. (Forthcoming – Fall 2027)
- Hoskisson, Darin. *Anton Webern: A Research and Information Guide*. New York: Routledge, 2017.
- Hoskisson, Darin. *"Something to Say": The Musical Idea in Anton Webern's Late Choral Works*. Saarbrücken, Germany: VDM Verlag Dr. Müller Aktiengesellschaft & Co., 2008.
- Hoskisson, Darin. "En'light'ening the Musical Idea: Text and Musical Structure in Webern's *Das Augenlicht*." *Musical Currents from the Left Coast*. eds. Jack Boss and Bruce Quaglia. Newcastle upon Tyne, UK: Cambridge Scholars Publishing, 2008, pp. 110-128.

Grants

- Co P.I. – National Science Foundation Scholarships in Science, Technology, Engineering, and Mathematics Program (S-STEM), "Education and Workforce Preparation of Engineering Students: Using Project-Based Learning and Innovative AI-based Technology to Solve Rural and Urban Challenges" - $2,000,000 (2026) – Under Review
- Co P.I. – Texas Higher Education Coordinating Board Student Success Acceleration Program, "TAMUK ADELANTE (Academic Support, Development, Engagement, Leadership, Awareness, Nurturing, Transformation, Empowerment) Program" - $250,000 - Funded
- P.I. – Great Texas Foundation's GTF Scholars Program - $1,500,000 (2022) – Non Funded
- P.I. – Texas Higher Education Coordinating Board's Texas Completion Repayment Grant Program - $75,000 (2022) - Funded
- P.I. – Texas Higher Education Coordinating Board's Reskilling Support Fund Grant Program – Round 3, $225,000 (2022) - Funded
- P.I. – Texas Higher Education Coordinating Board's Reskilling Support Fund Grant Program – Round 2, $112,500 (2021) - Funded
- P.I. – Texas Higher Education Coordinating Board's Reskilling Support Fund Grant Program, $112,500 (2021) - Funded
- P.I. - South Texas Expansion Program Hispanic Graduate Students (STEP-HG), a US Department of Education grant managed through Texas A&M University-Kingsville, $3700 (2015) - Funded

Conference Papers and Presentations

International/National Conferences and Presentations

- Vela R, Hoskisson D, Wilson K. 2023 National Higher Education Teaching Conference, New York, NY, June 2023: "Leading with Intention: Chasing the North Star of Student Success."
- Stewart R, Jeffe S, Hoskisson D. 2022 UPCEA South Region Conference, Atlanta, GA, November 2022: "Online Program Success: Applying Market Data to Decisions and Strategy"
- Invited Lecture at Brigham Young University, Provo UT, February 2015: "*Sonata Theory* and Some Unusual Cases of Sonata Form in the Music of Johannes Brahms"
- 39th Annual International European Studies Conference, Omaha, NE, October 2013: "Sonata Deformations and the Displaced Development Section in the Music of Johannes Brahms"
- Joint Meeting of the Rocky Mountain Chapters of the AMS and SMT, Greeley, CO, March 2012: "Beyond the Row: The Structural Dilemma in the First Movement of Webern's Op. 28 Quartet"
- 35th Annual International European Studies Conference, Omaha, NE, October 2010: "The 'Rise' of the *Singuliere*: Structural Innovation in Franz Berwald's 3rd Symphony"
- Annual Meeting of the West Coast Conference of Music Theory and Analysis, Salt Lake City, UT, April 2007: "En'light'ening the Musical Idea: Text and Musical Structure in Webern's *Das Augenlicht*"
- Annual Meeting of the South Central Society for Music Theory, Baton Rouge, LA, February 2007: "En'light'ening the Musical Idea: Text and Musical Structure in Webern's *Das Augenlicht*"
- Annual Meeting of the Texas Society for Music Theory, Denton, TX, February 2006: "Webern's *Das Augenlicht*, op. 26 and the 'Musical Idea'"
- Joint Annual Meeting of the Pacific Central Chapter of the College Music Society, West Coast Conference of Music Theory and Analysis, and Rocky Mountain Society for Music Theory, San Francisco, CA, March 2005: "Harmonic Stability in Webern's First Cantata, Op. 29"

Local Conferences and Presentations

- Corpus Christi Youth Conference, Corpus Christi, TX, June 2017: "The Power of Song: How Music Influences our Lives"
- Kingsville Music Club, Kingsville, TX, September 2010 Meeting: "Towards Impressionism: A Comparison of the Romantic and Impressionistic Styles"
- Faculty Recital for the Music Department at Texas A&M University-Kingsville, Kingsville, TX, September 2010: "William Walton's Façade: An Introduction"
- Kingsville Music Club, Kingsville, TX, March 2008 Meeting: "The History of the Concerto"

Performances

Bassoon Performances (selected)

- Principal Bassoonist, Magic Valley Orchestra, Twin Falls, ID, 1998-1999
- 2nd Bassoon, Idaho Sate Civic Symphony, Pocatello, ID, 1998-1999
- Montana-Idaho Clarinet Festival, Mikhail Glinka *Trio Pathétique*, Pocatello, ID, 1998

SERVICE

University Level

- 2025, Chair of the search committee for the new University Registrar
- 2025-, Campus lead for the Texas Leadership Research Scholars program
- 2024-25, Co-Chair of the search committee for the new Dean of the College of Arts and Sciences
- 2024-25, Member of the Slate implementation team overseeing the design and implementation of Slate as the new CRM for the University
- 2023-24, Chair of the search committee for a new Dean of Undergraduate Studies
- 2023-24, Member of the TAMUK SACSCOC re-affirmation team
- 2023- Member of the University Leadership Council
- 2023- Member of the University Curriculum Committee
- 2023, Member of the President's Strategic Leadership Team
- 2023-24, Member of the search committee for the new Vice President for Research and Innovation
- 2023-, Chair of a University Taskforce to review the structure and makeup of the Freshman University Success Course, UNIV 1201
- 2023-, Chair of the University Strategic Enrollment Committee
- 2023-, Chair of the Strategic Enrollment Working Group for Program Feasibility
- 2023-24, Member of a taskforce working on a salary compensation study for faculty at the university
- 2023, Member of the search committee for the new Executive Director of Academic Advising
- 2022-, Member of the Academic Dean's Council
- 2022-, Member of the Academic Advisory Council
- 2022-, Member of the University Emergency Management Team
- 2022-, Member of the University Compliance Committee
- 2022-, Campus lead for the Texas Leadership Scholars program
- 2022-23, Member of the search committee for the new Vice President for Enrollment Management
- 2022, Member of the search committee for the new Associate Vice President and Chief Information Officer

- 2022, Chair of the search committee for the Director of Undergraduate Recruiting
- 2022-2023, Chair of the Strategic Enrollment Planning Committee
- 2022, Chair of the Recruiting/Enrollment working group in support of the Strategic Enrollment Plan
- 2021, Chair of a University Facilities Taskforce, explored the usage of university facilities in support of student services and student activities, made recommendations to be considered in the development of a campus master plan
- 2020-2022, Chair of the University Recruiting Committee
- 2020-, Member of the University Scholarship Committee
- 2020-, Member of the UG Admissions Committee
- 2020-2022, Member of the CARES Act Emergency Grant Committee
- 2020-2021, Member of the President's Council
- 2019-2020, Chair the University Academic Assessment Committee, organized efforts at reviewing program level Student Learner Outcome reports
- 2019, Chair the search committee for the Director of Career Services
- 2018-2019, Member of the University Strategic Enrollment Planning Committee, working on the development of a long-term Strategic Enrollment Plan for the university
- 2018-2020, Member of the University Academic Assessment Committee, evaluate program level Student Learner Outcome (SLO) reports from across campus
- 2017-2019, Secretary for the local chapter of Phi Kappa Phi Honors Society
- 2015-2016, Chair of Astra Scheduling Implementation Committee, planned and implemented reorganization of campus wide classroom scheduling
- 2015, Academic point of contact for the development and design stage of a new classroom building on campus with PBK architecture
- 2014-2015, Member of the University Re-Accreditation Team for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), edited and revised every individual report within the university's overall self-study
- 2014, Member of the Time to Degree task force, explored possible causes for high time to degree at TAMUK, proposed potential solutions to improve time to degree
- 2012-2013, University Foundations of Excellence Committee, overseeing university recruiting and retention strategies
- 2011-2012, Chair of the Faculty Senate Elections Committee
- 2011, Member of search committee for a new Dean of Students
- 2011-, Chair of the Archie Cook Scholarship Committee

College Level

- 2019, Member of search committee for new Business Coordinator in the Dean's Office
- 2018-2020, Chair of the College Graduate Curriculum Committee
- 2017, Member of search committee for new Administrative Associate in the Dean's office
- 2017, Member of UNIV 1102 planning committee
- 2016-2017, Member of College of Arts and Sciences Tenure and Promotion Committee
- 2015-, Member of College of Arts and Sciences Dean's Chairs Leadership Team
- 2010, Served as the faculty representative for the College of Arts and Science's Strategic Planning Committee

Program Level

- 2017-2018, Member of Department of Music Executive Council
- 2016-2017, Chair of Music Theory Faculty Search Committee
- 2015-2016, Chair of Music Theory Faculty Search Committee
- 2013-2015, Judge for Texas A&M University-Kingsville's Concerto Competition
- 2012-2022, Member of the Tenure and Promotion Committee in the Department of Music
- 2012-2014, Chair of Audition Committee, responsible for overseeing the planning and organization of new-student audition days for the Department of Music
- 2012-2013, Chair of Music Education Faculty Search Committee
- 2012, Chair of Admission's Committee, responsible for revising the admission and audition standards for the Department of Music
- 2009, Chair of Piano Faculty Search Committee
- 2008-2012, Faculty Senator for the Music Department
- 2008-2012, CD Purchaser, responsible for the purchase of CDs and other materials for the Department of Music's Listening Library
- 2006-, Member of numerous faculty search committees within the department of music

External

- 2020- , Member of the UpSkill Coastal Bend planning committee, working on the development of expanded educational initiatives in rural Coastal Bend counties
- 2020-2022, Member of the Texas A&M University System Enrollment Community of Practice
- 2021-, Member of the Building Rural Community Learning Systems team, a community grant funded project working with CivicLab on the development of strategies and plans to support specific learning systems that promote higher education initiatives in three rural South Texas Counties: Brooks, Jim Wells, and Duval

- 2015-2018, Member of the Music Field of Study Committee for the Texas Higher Education Coordinating Board, revise and review the current Music Field of Study, which provides a guideline for state university's and college's regarding transfer students in music
- 2015, Member of Program Committee for the Texas Society of Music Theory's annual conference in El Paso Texas
- 2014, Fill-in member of Program Committee for the Texas Society of Music Theory's annual conference in San Antonio Texas

AWARDS & RECOGNITION

- Nominated as a faculty initiate in Phi Kappa Phi Honors Society, 2015
- Nominated to serve as an Instructional Coach for the University's Center for Teaching Effectiveness, Spring 2012
- Texas A&M System: Chancellor's Teaching Excellence Award for the Spring 2011
- Texas A&M System: Chancellor's Teaching Excellence Award for Fall of 2009
- Texas A&M System: Chancellor's Teaching Excellence Award for the Spring of 2009
- University of Oregon School of Music Graduate Committee: Nomination of my dissertation for the 2007 Council of Graduate Schools/University Microfilms International Dissertation Award
- Texas Society for Music Theory: Colvin Award for outstanding student presentation at the 2006 annual meeting in Denton Texas
- University of Oregon School of Music: Outstanding Graduate Scholar in Music award, May, 2006

PROFESSIONAL AFFILIATIONS

- Texas Council of Chief Academic Officers
- Conference of Southern Graduate Schools
- Association of Texas Graduate Schools
- Texas Society for Music Theory
- Society for Music Theory
- College Music Society (past member)
- The American Association of Collegiate Registrars and Admissions Officers (past member)
- Texas Association of Collegiate Registrars and Admissions Officers (past member)
- Texas Association for College Admission Counseling (past member)
- Council of Colleges of Arts and Sciences (past member)
- American Musicological Society (past member)
- Rocky Mountain Society for Music Theory (past member)

- West Coast Conference of Music Theory and Analysis (past member)
- South Central Society for Music Theory (past member)

LANGUAGES

- Fluent in Swedish
- Reading Knowledge in German
- Reading Knowledge in French

Agenda Item No. 8.9

AGENDA ITEM BRIEFING

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

Subject: Appointment of Vice Provost for Undergraduate Education, Curriculum and Global Engagement of Texas A&M University-Kingsville

Proposed Board Action:

Appoint Dr. Maria Velez Hernandez as the Vice Provost for Undergraduate Education, Curriculum, and Global Engagement of Texas A&M University-Kingsville, effective immediately.

Background Information:

Dr. Maria Velez Hernandez is recommended for the position of Vice Provost for Undergraduate Education, Curriculum, and Global Engagement at Texas A&M University-Kingsville. Dr. Velez Hernandez brings significant academic leadership and administrative experience that align with the responsibilities of this role. The focus on Undergraduate Education advances Texas University Fund (TUF) eligibility efforts through pipelines toward graduate education and research.

As Vice Provost for Undergraduate Education, Curriculum, and Global Engagement, Dr. Velez Hernandez will work closely with the president and senior leadership to advance the academic mission of the institution. Responsibilities will include providing oversight and guidance for academic programs, supporting faculty development and student success, and fostering collaboration across colleges and administrative units. Dr. Velez Hernandez will also contribute to strategic planning and institutional effectiveness, promote excellence in teaching, research, and service, and ensure that academic initiatives support the broader goals of the institution and the Texas A&M University System.

A copy of the curriculum vitae of Dr. Velez Hernandez is attached.

A&M System Funding or Other Financial Implications:

Dr. Robert Vela recommends an initial salary of $180,147.00.

Strategic Plan Driver(s) this Item Advances:

This proposed appointment advances the System's strategic drivers by strengthening our ability to provide qualified students with accessible and affordable educational opportunities, ensuring they are well-prepared for successful careers and engaged citizenship in a global economy. It supports the growth of a robust and collaborative research portfolio, enhances our capacity to serve the people of Texas and contributes to the state's economic vitality, and upholds our commitment to prudent financial stewardship and sustainability. In doing so, the appointment directly contributes to realizing the System's vision of being the system of choice for students, employers, faculty, staff, and research funders. This role particularly supports three 'Drivers of Impact': 1) Student Success, 2) Research and Innovation, and 3) Community Advancement.

Agenda Item No. 8.9

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
October 1, 2026

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

Subject: Appointment of Vice Provost for Undergraduate Education, Curriculum and Global Engagement of Texas A&M University-Kingsville

I recommend the adoption of the following minute order:

"Dr. Maria Velez Hernandez is hereby named the Vice Provost for Undergraduate Education, Curriculum, and Global Engagement of Texas A&M University-Kingsville, effective immediately, at an initial salary of $180,147.00."

Respectfully submitted,

[SIGNED BY]

Dr. Robert Vela,
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Personnel Actions Requiring Chancellor Approval

Proposed New Hire:

Name: Dr. Maria Velez Hernandez

Title: Vice Provost

Salary: $ 180,147.00

External Market Data:

	Survey Name	Survey Job Title	Survey Annual Salary
1.	CUPA-Comparison Group #1	Associate Provost	$184,726
2.	CUPA-Comparison Group #2	Associate Provost	$179,300
3.	System Members Only	Associate Provost	$171,090
4.			
5.			

Internal Salary Data:

	Incumbent Name	Job Title	Annual Salary
1.	Dr. Scott Jones	Dean, Arts & Sciences	$205,000
2.	Dr. Shad Nelson	Dean, Agriculture & Natural Resources	$263,713
3.	Dr. Heidi Taboada	Dean, Engineering	$259,435
4.	Dr. Kathleen Lynch-Davis	Dean, Education & Human Performance	$200,000
5.	Dr. Dalila Salazar Morningstar	Dean, Business Administration	$220,000

Comments, if necessary:

Group #1-Public Doctoral High Research University-5,000 to 10,000 Student FTE
Group #2-National Peer Institutions

Title: Vice Provost for Undergraduate Education, Curriculum and Global Engagement

Faculty Discipline: Biology

Maria E. Vélez-Hernández Ph.D.

700 University Boulevard MSC 158
Texas A & M University Kingsville,
TX 78363
361-593-5070
kumeh011@tamuk.edu

EDUCATION

Post-doctoral Associate, 2012-2014	State University of New York DMC
PhD in Physiology, 2012	University of Puerto Rico, Med Sci Campus
Bachelor of Science in Biology, 2001	University of Puerto Rico, Mayaguez

ADMINISTRATIVE APPOINTMENTS AT TEXAS A&M UNIVERSITY- KINGSVILLE

Acting Vice Provost, 2026-present

Interim Assistant Provost, 2024-2026

Dean of Undergraduate Studies, 2024-2026

Interim AVP for Student Success, 2023-2024

Associate Dean, College of Arts and Sciences, 2021-2023

FACULTY APPOINTMENTS

Associate Professor in Biology, 2021-present	Texas A&M University-Kingsville, TX
Assistant Professor in Biology, 2015-2021	Texas A&M University- Kingsville, TX
Assistant Professor in Biology, 2014-2015	U. of Houston-Victoria, TX
Adjunct Faculty in Biology, 2013-2014	City University of New York- BMCC
Medical School Pharmacology Lecturer, 2013	State University of New York DMC

FUNDED EXTERNAL GRANTS

Total: $7.2M
(**W**-written, **M**-managed)

- Proactive Readiness and Educational Preparation through AI Innovation in Instruction and Infrastructure (PREP AI3) (**W&M**)
  Source of Support: Department of Labor
  Principal Investigator: James Palmer, Hua Li, Maria E. Velez, Robert Ayala
  Budget: $5,000,000
  Period: 10/1/26-9/30/31

- High-Impact Opportunities for Retention, Internships, and Zero-Gap Occupation Navigation (HORIZON) (**W&M**)
  Source of Support: Texas Higher Education Coordinating Board (THECB)
  Principal Investigator: Jody Marin, M. Velez-Hernandez, Fidel Bem, Ralph Leal
  Budget: $300,000
  Period: 9/1/26-8/31/28

- TAMUK 2024 College Readiness and Success Models (**W&M**)
  Source of Support: Texas Higher Education Coordinating Board (THECB)
  Principal Investigator: Robert Ayala, M. Velez-Hernandez,
  Budget: $125,000
  Period: 9/1/24-8/31/26

- **A**cademic Support, **D**evelopment, **E**ngagement, **L**eadership, **A**wareness, **N**urturing, **T**ransformation, **E**mpowerment (ADELANTE) Student Success Acceleration Program 2.0 (**W&M**)
  Source of Support: Texas Higher Education Coordinating Board (THECB)
  Principal Investigator: M. Velez-Hernandez, Robert Ayala
  Budget: $250,000
  Period: 9/1/2024-8/31/2026

- Accelerate Student Success Implementation Grant: Javelina Summer Bridge Program (**M**)
  Source of Support: Texas Higher Education Coordinating Board (THECB)
  Principal Investigator: M. Velez-Hernandez
  Budget: $250,000
  Period: 9/1/22- 8/31/23 (**M**- 3/1/23-8/31/23)

- Pilot Program to Address Learning Loss in South Texas to Improve Student Achievement.
  Source of Support: Office of Postsecondary Education Higher Education Programs, Congressionally Funded Projects Program (Earmarks). (**M**)
  Principal Investigator: M. Velez-Hernandez
  Budget: $500,000
  Period: 9/1/22-8/31/23 (**M**-3/1/23-12/31/23)

- Hispanic Education Advising Remediation Teaching: HEART. (**M**)
  Source of Support: Department of Education Title III, HSI STEM and Articulation Grant.
  Principal Investigator: M. Velez-Hernandez
  Budget: $5,000,000
  Period: 10/1/21-9/3/26 (**M**-3/1/23-8/1/24)

- Accelerating Credentials of Purpose and Value (**W&M**)
  Source of Support: Texas Higher Education Coordinating Board (THECB)
  Principal Investigators: M. Velez-Hernandez, R. Laughlin
  Budget: $450,000
  Period: 9/1/22-9/30/22

- AgriCULTURE: Agriculture Connections to USDA: Lifestyle and Training of Undergraduates through Real world Experiences in Texas and Puerto Rico. (**W&M**)
  Source of Support: National Institute on Food and Agriculture (NIFA, USDA)
  Principal Investigator: M. Velez-Hernandez Co-PI's: S. Nelson and T. Machado
  Budget: $275,000
  Period: 9/1/20- 8/31/24

- Neurological, Learning and Memory Disorders in Drosophila Melanogaster (**W&M**)
  Source of Support: Moxley Foundation
  Principal Investigator: M. Velez-Hernandez, R. Bohm
  Budget: $40,000
  Period: 1/1/20-12/31/22

Funded Internal Grants (All W&M)

- Effects of Gut Microbiota and Inflammation on Courtship Behavior of Drosophila
  Source of Support: College of Arts and Sciences
  Principal Investigator: M. Velez-Hernandez
  Budget: $3,000
  Period: 1/1/20-5/31/20

- Student Retention Grant: Early career research and mentoring of freshmen students: an approach to increase student engagement and community outreach.
  Source of Support: Center for Student Success
  Principal Investigator: Maria E. Velez
  Budget: $1,000
  Period: 1/18-5/18

- Course Redesign: Experiential learning/research: Backyard brains in Functional Neuroanatomy
  Source of Support: Title V I-CARE
  Principal Investigator: Dr. Maria E. Velez
  Budget: $5,000
  Period: 9/17-5/18

- Understanding Human Physiology
  Source of Support: Service Learning Grant- Texas A & M University-Kingsville
  Principal Investigator: Dr. Maria E. Velez
  Budget: $7,000
  Period: 9/16-7/17

- Service Learning: New PhUn in Physiology
  Source of Support: Service Learning Grant- Texas A & M University-Kingsville
  Principal Investigator: Dr. Maria E. Velez
  Budget: $1,500
  Period: 9/17-12/17

- Role of PKM on *Drosophila melanogaster* courtship behavior
  Source of Support: Texas Council Undergraduate Research Grant (TCUR)
  Principal Investigator: Dr. Maria E. Velez
  Budget: $5,000
  Period: 1/16- 8/16

PUBLICATIONS

Refereed journal articles

Lopez L, **Vélez-Hernández ME**. 2022. Reporting COVID-19 cases within Kleberg County. *FASEB J*. 36(S1):R5355.

Johnson R, Galloway C, **Vélez-Hernández ME**. 2021. Characterization and classification of castoff spatter from kitchen knives. *Biomed J Sci Tech Res*. 37(4):29549–29554.

Garcia R, Salcedo C, Laughlin RC, **Vélez-Hernández ME**. 2020. Effects of high uracil diet-induced gut dysbiosis on courtship behavior in Drosophila. *Tex J Sci*. 72(1):Article 2.

Velasquez-Martinez MC, Santos-Vera B, **Vélez-Hernández ME**, Vazquez-Torres R, Jimenez-Rivera CA. 2020. Alpha-1 adrenergic receptors modulate glutamate and GABA neurotransmission onto ventral tegmental dopamine neurons during cocaine sensitization. *Int J Mol Sci*.

Troutwine B, Park A, **Vélez-Hernández ME**, Lew L, Mihic SJ, Atkinson NS. 2019. F654A and K558Q mutations in NMDA receptor 1 affect ethanol-induced behaviors in Drosophila. *Alcohol Clin Exp Res*. 43(12):2480–2493.

Vaquer-Alicea ADC, Vázquez-Torres R, Devarie-Hornedo M, Vicenty-Padilla JC, Santos-Vera B, María-Ríos C, Montiel-Ramos A, **Vélez-Hernández ME**, Sacktor TC, Jiménez-Rivera CA. 2018. aPKC-mediated persistent increase in AMPA/NMDA ratio in the VTA participates in the neuroadaptive signal necessary to induce NAc synaptic plasticity after cocaine administration. *Neuroscience*. 392:129–140.

Vélez-Hernández ME, Padilla E, Gonzalez-Lima F, Jiménez-Rivera CA. 2014. Cocaine reduces cytochrome oxidase activity in the prefrontal cortex and modifies its functional connectivity with brainstem nuclei. *Brain Res*. 1542:56–69.

Vélez-Hernández ME, Vázquez-Torres R, Velasquez-Martinez MC, Jiménez L, Báez F, Sacktor TC, Jiménez-Rivera CA. 2013. Inhibition of protein kinase Mzeta (PKMζ) in the mesolimbic system alters cocaine sensitization in rats. *J Drug Alcohol Res*. 2:235669.

Santos-Vera B, Vázquez-Torres R, García-Marrero HG, Ramos-Acevedo JM, Arencibia-Albite F, **Vélez-Hernández ME**, Miranda JD, Jiménez-Rivera CA. 2013. Cocaine sensitization increases Ih current channel subunit 2 (HCN2) protein expression in structures of the mesocorticolimbic system. *J Mol Neurosci.* 50(1):234–245.

Jiménez-Rivera CA, Figueroa J, Vázquez-Torres R, **Vélez-Hernandez ME**, Schwarz D, Velásquez-Martinez MC, Arencibia-Albite F. 2012. Presynaptic inhibition of glutamate transmission by α2 receptors in the VTA. *Eur J Neurosci*. 35(9):1406–1415.

Inyushin MU, Arencibia-Albite F, Vázquez-Torres R, **Vélez-Hernández ME**, Jimenez-Rivera CA. 2010. Alpha-2 noradrenergic receptor activation inhibits the hyperpolarization-activated cation current (Ih) in neurons of the ventral tegmental area. *Neuroscience.* 167(2):287–297.

Corrigendum

Vaquer-Alicea ADC, Vázquez-Torres R, Devarie-Hornedo M, Vicenty-Padilla JC, Santos-Vera B, María-Ríos C, Montiel-Ramos A, **Vélez-Hernández ME**, Sacktor TC, Jiménez-Rivera CA. 2019. Corrigendum to "aPKC-mediated persistent increase in AMPA/NMDA ratio in the VTA participates in the neuroadaptive signal necessary to induce NAc synaptic plasticity after cocaine administration." *Neuroscience*. 410:316.Non-refereed publications

Non-Refereed Publications

- **Vélez-Hernández ME**: USDA AgriCULTURE 2022 Program Summary booklet
- **Vélez-Hernández ME**: USDA AgriCULTURE 2021- Program Summary booklet
- **Vélez-Hernández ME**: Puerto Rico Study abroad 2019- Program Summary booklet
- **Vélez-Hernández ME**: Puerto Rico Study abroad 2018- Program Summary booklet
- **Vélez-Hernández ME**: Puerto Rico Study abroad 2017- Program Summary booklet

Refereed abstracts

- **M.E. Vélez-Hernández**, R. Vázquez-Torres, M.C. Velázquez-Martínez, J.R. Nieves- Meléndez, N.G. Sánchez- Díaz, GJ. Quirk, TC. Sacktor, C.A. Jiménez –Rivera *Protein kinase Mzeta inhibitor (ZIP) alters cocaine sensitization initiation and expression and decreases AMPA/NMDA ratio in VTA DA*. Society for Neurosciences Meeting, 2011.
- **M.E. Vélez-Hernández**, R. Vázquez-Torres, M.C. Velázquez-Martínez, J.R. Nieves- Meléndez, N.G. Sánchez- Díaz, TC. Sacktor, C.A. Jiménez-Rivera· *Protein kinase Mzeta inhibitor (ZIP) erases addiction memories.* 2011 IBRO World Conference, 2011.
- **M.E. Vélez-Hernández**, R. Vázquez-Torres, M.C. Velázquez-Martínez, TC. Sacktor, C.A. Jiménez-Rivera. *Protein kinase Mzeta inhibitor (ZIP) alters cocaine sensitization initiation and expression and decreases VTA AMPA/NMDA ratio.* University of Texas Austin Conference on Learning and Memory, 2011.
- **M.E. Vélez-Hernández**, R. Vázquez-Torres, M.C. Velázquez-Martínez, J.R. Nieves- Meléndez, N.G. Sánchez- Díaz, GJ. Quirk, TC. Sacktor, C.A. Jiménez –Rivera. *Protein kinase Mzeta inhibitor (ZIP) alters cocaine sensitization and decreases VTA AMPA mediated currents*. Society for Neurosciences Meeting, 2010.

Student refereed abstracts

- L. Lopez, **M.E. Vélez-Hernández**. *Reporting COVID cases within Kleberg County.* Experimental Biology, 2022 and TAMU Pathways, 2022.
- L. Esqueda, R. Laughlin, **M.E. Vélez-Hernández**. *Rearing Axenic Drosophila melanogaster to Assess Courtship Behavior*. ABRCMS, 2019.
- H. Lopez, **M.E. Vélez-Hernández**. *Physiology Understanding Week at Texas A&M University-Kingsville: a Retrospective Study*. Experimental Biology Meeting, 2019.

- R. Garcia, R. Bohm, R. Laughlin, **M.E. Vélez-Hernández**. *Effects of Gut Disbiosis and Inflammatory Response ion Courtship Behavior of Drosophila,* SACNAS, 2018.
- C. Salcedo, R. Bohm, R. Laughlin, **M.E. Vélez-Hernández**. *Optimization of Hematoxylin and Eosin Protocol to Determine the Effects of Gut Dysbiosis and Inflammatory Response on Morphology of Drosophila Gut*, SACNAS, 2018.
- R. Williams, **M.E. Vélez-Hernández**. *PhUn overview of the Cardiovascular system*. Experimental Biology, 2017.
- R. Johnson**, M.E. Vélez-Hernández**. *Physiology Understanding Week (PhUn Week), First time in Kingsville, Texas: The immune system*. Experimental Biology, 2017.
- H. Lopez, **M.E. Vélez-Hernández**. *Cardiovascular System Explained on the Bases of Sports, taught by Undergraduate students majoring in Biomedical Sciences or Biology*. Experimental Biology, 2017.
- A. Joanna Gonzalez**, M.E. Vélez-Hernández**. *Learning the Cardiovascular System can be PhUn*. Experimental Biology, 2017.
- A. Vaquer- Alicea, R. Vazquez-Torres, B. Santos- Vera, C. Maria-Rios, A. Montiel- Reamos, M. Devarie, **M.E. Vélez-Hernández**, T.C. Sacktor, C.A. Jimenez-Rivera. *Effects of PKMζinhibitor (ZIP) on the initiation and expression of cocaine sensitization.* Society for Neuroscience Meeting, 2015.
- M. C. Velasquez-Martinez, **M.E. Vélez-Hernández**, B. Santos-Vera, A. Vaquer-Alicea, R. Vazquez-Torres, C.A. Jimenez-Rivera, *Alpha-1 adrenergic receptor modulation of ventral tegmental area dopamine neurons: role in cocaine sensitization.* Society for Neuroscience Meeting, 2014.

Non refereed student abstracts

- R. Garcia, **M.E. Vélez-Hernández**. *Effect of Gut Dysbiosis and inflammatory response on courtship behavior of drosophila*, Texas Research Day, Austin, TX, 2018.
- F. Edalere, E. Palacios, R. Bohm, **M.E. Vélez-Hernández**. *Study of behavioral defects in Drosophila melanogaster through courtship.* 8th Undergraduate Javelina Research Symposium (Third place winner) and Texas A & M Pathways Research Symposium 2016. (Third place winner). 9th Undergraduate Javelina Research Symposium (Second Place winner) Phi Kappa Phi forum 2017 and Research day at the Capitol, 2017.
- E. Cardona, N. Trevino, R. Bohm, **M.E. Vélez-Hernández**. *Imitation of Gabaergic Neruon Expression*. 8th Undergraduate. Javelina Research Symposium, 9th Undergraduate Javelina Research Symposium (Third place winner), Phi Kappa Phi forum, 2017.
- R. Johnson, **M.E. Vélez-Hernández**. *Characterization and Classification of Castoff Spatter from Kitchen Knives*, 9th TAMUK Javelina Research Symposium, 2016.
- S. Stroman, **M.E. Vélez-Hernández**, R. Laughlin. *Testing of Antibiotic Treatments on Acne-causing Bacteria*. 9th TAMUK Javelina Research Symposium, 2016.
- S. R. Guntaka, E. Cardona, F. Edalere, E. Palacios, S. Chempati, R. Bohm, **M.E. Vélez-Hernández**. *Memory analysis of Drosophila melanogaster through courtship suppression assay.* Texas A & M Pathways Research Symposium, 2016.

- A, Vaquer-Alicea, R. Vazquez-Torres, B. Santos-Vera, C. María-Ríos, A. Montiel-Ramos, H. Quiñones, **M.E. Vélez-Hernández**. *T.* Sacktor, and C. Jiménez-Rivera. *PKCi/λ expression in the Ventral Tegmental Area, Nucleus Accumbens, Prefrontal Cortex, and Hippocampus of cocaine sensitized rats.* Molecular and Cellular Cognition Society Meeting, 2014.

ORAL PRESENTATIONS (Refereed)

National

- **M.E. Vélez-Hernández, C. Donato-Molina**, *Agriculture Connections to USDA: Lifestyle and Training of Undergraduates Through Real World Experiences (AgriCULTURE).* North American Colleges and Teachers of Agriculture Conference, Ohio State University, Whooster, Ohio. (2024)
- **M.E. Vélez-Hernández**, *Health Sciences Immersion for Academic Success: New Model for HACU Partnerships*.
  HACU (2018)
- **M.E. Vélez-Hernández**, *LTP and Drug Addiction*. Molecular Cellular Cognition Society Annual Meeting, University of Puerto Rico Rio Piedras Campus. (2009)
- **M.E. Vélez-Hernández**, *LTP and Drug Addiction*. Universidad Central de Bayamon Annual Retreat. (2009)

State

- **M.E. Vélez-Hernández**, *Inhibition of protein kinase Mzeta (PKMζ) in the mesolimbic system alters cocaine sensitization,* Behavior, Biology and Chemistry, Translational Research in Addiction Conference, San Antonio TX. (2012)

ORAL PRESENTATIONS (Non-Refereed)

Local

- **M.E. Vélez-Hernández**, *Where are we? Headcount, retention, time to degree, and graduation rates*, TAMUK Faculty Conference, 2026.
- **M.E. Vélez-Hernández**, *Course redesign. Using Backyard Brains to teach neuroscience,* Center for Teaching Effectiveness, 2022.
- **M.E. Vélez-Hernández**, *Health Sciences Preparedness through Academics, Service and Culture: A Study Abroad in Puerto Rico,* Symposium on Teaching and Learning through Study Abroad. TAMUK, Kingsville, TX, 2019.
- **M.E. Vélez-Hernández**, *Physiology Understanding (PhUn) Week: a Service Learning Activity*, TAMUK High Impact Practice Conference, 2017.
- **M.E. Vélez-Hernández**, *New Faculty Investment Program in Biology*, NFIP Faculty Showcase, 2017.

State

- **M.E. Vélez-Hernández**, *Innovative Solutions to Javelina Challenges,* TAMUK Leadership Conference Speaker, 2016

- **M.E. Vélez-Hernández**, *Protein kinase Mzeta (PKMζ) role in cocaine sensitization,* University of Houston-Victoria, 2014.

LIST OF COURSES TAUGHT AT TEXAS A&M UNIVERSITY-KINGSVILLE

Course	Title	Level	Type
BIOL 4355	T: Career, Leadership, Ethics	UG	Study Abroad: Puerto Rico
UNIV 1201	Learning in Global Context	UG	Freshmen Seminar
BIOL 1306	General Biology I	UG	Lecture and Recitation
BIOL 1306	HR: General Biology I	UG	Honors Section
BIOL 4355	T: Biotech, Research, Ethics, and Culture	UG	Study Abroad: Puerto Rico
BIOL 5302	Adv T: Human Physiology	G	Lecture
BIOL 4102	Seminar	UG	Writing Intensive
BIOL 4304	Research Projects in Biology	UG	Lab Research
BIOL 5302	Systems Neurobiology	G	Lecture
BIOL 2402	Human Anatomy and Physiology II	UG	Lecture
BIOL 4410	T: Functional Neuroanatomy	UG	Lecture and Lab
BIOL 4410	T: Health Sciences Preparedness	UG	Study Abroad: Puerto Rico
BIOL 4355	T: Understanding Human Physiology	UG	Service Learning

LIST OF COURSES TAUGHT AT OTHER INSTITUTIONS

Course	Title	Institution
BIOL 1306	General Biology I	University of Houston-Victoria
		City University of New York-BMCC
BIOL 2401	Human Physiology I (Lecture and Lab)	University of Houston-Victoria
		City University of New York- BMCC
BIOL 2402	Human Physiology (Lecture and Lab)	University of Houston-Victoria
		City University of New York- BMCC

SERVICE ACTIVITIES

Advisory Boards

Advisory Board	*Years Served*	*Responsibilities*
Arecibo Center for STEM Education, Computational Skills, and Community Engagement (Arecibo C3) 5.5 Million dollars National Science Foundation (NSF) funded grant.	2025-present	Chair Advisory Board of a project between Cold Springs Harbor Laboratory, University of Puerto Rico and University of Maryland Baltimore County (UMBC) that seeks to transform the historic site of the Arecibo Radiotelescope Observatory into a multidisciplinary hub for STEM education, workforce development, computational training and community outreach.

Appointments to TAMU System Initiatives or Reporting to TAMU System

Initiative	*Years Served*	*Responsibilities*
Core Curriculum Review	2026-present	Full review of the Core curriculum
AI Learnathon-Steering Committee	2026-present	Implement 2026 Learnathon at TAMUK
Coursera Expansion	2026-present	Support expansion of Google Academy+ at TAMUK
Student Success Equity Initiative	2023-present	Initiative to support student success across System schools
Ad Astra Scheduling Accelerator-SSEI	2026	SSEI sponsored initiative to assess current scheduling practices to improve time to graduation

Appointments to Committees (C.)

Committee (as Acting Vice-Provost or as Dean of UG Studies/ Interim Assistant Provost)	*Years Served*	*Responsibilities*
Search C. for Dean of the College of Agriculture-Chair	2026-present	Co-Chair the search committee for the new Dean for the College of Agriculture and Natural Resources
Council for General Education-Chair	2025-present	Review changes to the Core curriculum
Library Refresh C.	2025-present	Evaluate and plan Library updates
Undergraduate Curriculum C	2025-present	Review all changes to the undergraduate curriculum
Academic Advisory Council	2023-present	Discuss Academic Affairs projects, plans and challenges
Admissions C.	2023-present	Evaluate acceptance appeals
Commencement Speaker Selection C.	2023-present	Coordinate commencement speaker selection
Emergency Grant Aid C.	2023-present	Evaluate emergency aid for TAMUK students
Scholarship Appeal C.	2023-present	Evaluate scholarship appeals
THECB Developmental Advisory Board	2023-present	Advise PI's for THECB grant on Developmental Math and English
Search C for Dean of Advising and Retention	2025	Chair the search committee for the new Dean of Advising and Retention

Committee (as Center for Student Success Interim AVP)	*Years Served*	*Responsibilities*
Caring Campus Launch C.	2024	Train our team on Caring Campus initiatives
Student Software C.	2024	Evaluate current software usage
THECB Developmental Advisory Board	2023-2024	Advise PI's for THECB grant on Developmental Math and English
4DX Development C.	2023-2024	Use the 4DX framework to identify TAMUK's strategic priorities that will form the basis of our next strategic plan. Represent CFSS
Acadeum Implementation	2023-2024	Monitor usage of Acadeum course sharing platform. Liaison to advising
CFSS Advisory Board, Chair	2023-2024	Discuss topics related to CFSS
SACS-COC QEP Development C.	2023-2024	Develop and write QEP for SACS-COC reaffirmation
Search C. for Provost	2023	Member of the search committee for the new Provost and VP for Academic Affairs
UNIV task force	2022-2023	Represented CFSS to help design a new Freshmen Seminar Curriculum

Committee (as College of Arts and Sciences (COAS) Assoc Dean)	*Years Served*	*Responsibilities*
Ruffalo Noel Levitz (RNL) group	2022-2023	Represent the College on meetings with consultant
UNIV Task Force	2022-2023	Represent COAS to help design a new Freshmen Seminar Curriculum
COAS Advisors C.	2021-2023	Liason between the advisors and the college
COAS Recruitment	2021-2023	Meet with COAS department faculty recruiters to create and follow up recruitment plan
Curriculum C. (Ex Oficio)	2021-2023	Review Curriculum proposals for COAS
Dean's Council (in rep of Dean)	2021-2023	Represent COAS Dean
Scholarship Appeal C.	2021-2023	Evaluate scholarship appeals
Hispanic Heritage Month C.	2022	Help coordinate Hispanic Heritage events
Transcripted Certificates C.	2022	Create SOP for transcripted certificates

Committee (University) as Faculty	*Years Served*	*Responsibilities*
McNair Scholars selection committee	2019-2023	Candidate evaluation and interviews
Faculty Senate Committee: Policy Revision Committee	2020-2021	Evaluate changes to the Faculty Evaluation Process and documents
Faculty Senator At Large for the College of Arts and Sciences	2019-2020	Attend meetings, relay information to faculty, work on senate committees
Biomedical Research Group	2015-2020	Grants proposal writing, develop TAMUK biomed research initiatives, evaluate research proposals for funding

Committee (Biology)	*Years Served*	*Responsibilities*
Biomedical Curriculum C.	2017-present	Evaluate Biomedical Sciences curriculum and suggest changes
Biology Faculty Search C.	2016-present	Evaluate and interview candidates for faculty positions, attend candidates' seminars, recommend selected candidates to Chair and Dean
Biology Recruitment Strategies C.	2020-2023	Develop new strategies for recruitment for Biology/Biomed programs
GTA Assistantships	2016-2021	Evaluate GTA candidates, recommend GTA's to chair of the department

Committee (Community)	*Years Served*	*Responsibilities*
SGISD Parent-Teacher Organization-Secretary	2026-present	Secretary for the Santa Gertrudis Independent School District Parent-Teacher Organization
TAMUK's Women's Club	2025-present	Member of Texas A&M Univeristy-Kingsville Women's club
Christus Spohn Ambassador	2018-2022	Learn about CHRISTUS Spohn programs and services, and health care issues affecting our South Texas community, serve as community advocates for the Health System, helping to answer questions and provide accurate information about the innovation and outreach occurring within CHRISTUS Spohn
Kingsville Garden Club	2018-2022	Stimulate cooperative interest in growing, to aid in the protection of wild flowers and birds, to study, in all its aspects, the art of gardening and flower arranging, to encourage civic planting
President's Circle	2017-2020	University donations, President's Circle activities; including the Without Limits Campaign and the Legacy Ball

National Organization committees

- Southwest Regional Society for Developmental Biology Meeting Education Session Chair (2021)
- American Physiological Society- Central Nervous System Section- Member at Large: (2019 nomination)

Faculty Advisor for Student Organizations

- Society for the Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS) faculty mentor (2017-2022)
- Women In Math Engineering aNd Science (WIMENS) faculty mentor (2017-2023)

Invited Guest Lectures

- *Capstone Training for TAMUK faculty*-Texas A&M University-Kingsville (2026)
- *The Parenthood Gap: Engaging Caregivers and Navigating Policies and Their Pitfalls in 2022,* Round Table- Sid Blanks Social Justice Symposium TAMUK (2022)
- Kastory Elementary School Science Day presenter Corpus Christi (2017)
- STEM day at the Texas Aquarium (2017)
- Physiology Understanding (PhUn) Week (2016, 2017, 2018)
- McNair and President's Scholar mentor and guest speaker (2016, 2017, 2018)

Scientific Judging

- Judge, Annual Biomedical Research Conference for Minority Students ABRCMS Meeting (2015 & 2019)
- Judge, Annual Javelina Research Symposium (2016, 2017, 2018 & 2019)
- Judge, Santa Gertrudis Science Fair (2016)
- Judge, Kingsville Independent School District Science Fair (2017)

HONORS AND AWARDS

- Fellow, Texas Academic Leadership Academy Fellow, Texas Council of Chief Academic Officers (2022)
- Olan Kruse Award, Texas A&M University-Kingsville College of Arts and Sciences (2021)
- General Education Teaching Award., Center for Teaching Effectiveness (2019)
- Honorary Member, Golden Key International Honor Society (2019)
- Travel Award, Center for Teaching Effectiveness, TAMUK (2019)
- Phi Kappa Phi Certificate of Appreciation for mentoring a research on an award winning student project, TAMUK (2017 & 2018)
- Travel Award, ABRCMS Judge, ABRCMS Meeting (2015)
- Advisor of the Year-Student organization, University of Houston-Victoria (2014-2015)
- Travel Award, SPINES, and Society for Neuroscience (2015)
- Travel Award, Behavior, Biology, and Chemistry: Translational Research in Addiction (2012 and 2013)
- Travel Award, IBRO (2011)
- Pre-Doctoral Fellow, MBRS-RISE, University of Puerto Rico- Medical Sciences Campus, University of Puerto Rico, School of Medicine (2006-2011)
- "Top 5" Posters Winner University of Texas Learning and Memory Conference, 2011, University of Texas at Austin. *Inhibition of Protein kinase Mzeta (PKMζ) in the mesolimbic system alters cocaine sensitization in rats.*
- Award for Investigation Excellence, Physiology Department, 2009. University of Puerto Rico, School of Medicine.
- Leadership Award, Physiology Department, 2009. University of Puerto Rico, School of Medicine

- Dean's Award for Outstanding Student in Physiology, 2007 and 2008. University of Puerto Rico, School of Medicine

MEMBERSHIPS

- American Physiological Society (2008-present)
- Golden Key Honorary Member (2020-present)
- TAMUK Graduate Faculty (2016-present)
- Women In Math Engineering aNd Sciences at TAMUK (WIMENS): Founding faculty advisor (2017-2025)
- Society for Neurosciences (2006-2020)
- Society for the Advancement of Chicanos/Hispanics and Native Americans in Sciences (SACNAS): faculty advisor (2017-2020)
- International Drug Abuse Research Society (2010-2018)

SUMMARY OF ADMINISTRATIVE EXPERIENCE AND ACCOMPLISHMENTS

- Acting Vice Provost for Undergraduate Education, Curriculum, and Global Engagement- Texas A&M University- Kingsville, TX, September 2026- present

  Responsibilities: Provide university-wide leadership for undergraduate education, academic quality, student progression and completion, curricular innovation, and academic pathways. Oversight and coordination of undergraduate academic policies and processes, the core curriculum, undergraduate catalog and degree requirements, retention and graduation initiatives, course scheduling and availability, transfer pathways and partnerships, high-impact practices, alternative credentials and credit for prior learning, and the General Studies and Applied Arts and Sciences degree programs. Provide executive oversight for the Honors College and Global Engagement, study abroad, global learning, and academic partnerships, as well as undergraduate academic success initiatives and assigned personnel. Lead graduation, commencement, and academic recognition activities; oversee undergraduate academic exceptions and compliance requirements; use institutional data to identify barriers to student success and opportunities for program improvement; develop grants and strategic partnerships; manage assigned fiscal resources; and represent Academic Affairs on university, System, state, and national initiatives and as a member of the Provost's leadership team.

- Interim Assistant Provosts- Texas A&M University-Kingsville, TX, November 2024-July 2026

  Responsibilities: Organize and lead TAMUK Faculty Conferences, coordinate and execute Commencement and Academic Achievement Ceremonies, ensuring these events reflect the excellence and traditions of our university. Ensure continuity, strengthen academic leadership, and advance institutional priorities.

  Accomplishments: Supported the review of the Annual Evaluation Faculty Instrument. Led the syllabus review processes for undergraduate and graduate courses. Successfully led the development and oversight of TAMUK's Quality Enhancement Plan (QEP) in preparation for SACSCOC reaffirmation. Provided guidance, feedback, and support to the Office of Academic Affairs in addition to fostering a caring office environment.

- Dean of Undergraduate Studies- Texas A&M University-Kingsville, TX, June 2024-September 2026

  Responsibilities: Serve as the chief administrative officer in matters related to planning and assessment of quality undergraduate programs. Oversee with Academic Affairs, the core curriculum, the General Studies and Applied Arts and Sciences degrees, study abroad and student exchanges, the Honors College, and components of the undergraduate catalog, including policies and procedures. Work closely with academic support units, transfer teams, academic deans, and faculty to support student success.

  Accomplishments: Supported the implementation of Coursera, Google certifications, BibliU, and Ad Astra Course Scheduling on campus. Led the addition of capstone courses to all degree plans. Advanced flexible pathways for adult workforce, transfer, and military students through new BAAS concentrations and credit for prior learning. Led General Education (Core curriculum review), and the Clean core initiative for undergraduate programs. Secured funding to directly support student success initiatives, furthering opportunities for our students ($5,675,000). Expanded Study Abroad opportunities from 4 to 10 faculty-led programs in 2024-2025, and three new programs in 2025-2026. Trained 11 new faculty members to contribute meaningfully to our global engagement endeavors.

- Interim Associate Vice-President for Student Success- Texas A&M University-Kingsville, TX, March 2023-May 2024

  Responsibilities: Directs operations, initiatives, and activities for the Center for Student Success. Develops, implements, and evaluates strategies to increase undergraduate student retention and graduation rates. Oversees first-year seminar, bridge programs, professional academic advising, the Writing Center, Pathways Academic Assistance Center, student mentors, and the Academic Collegiate Enhancement Program for at-risk students. Manages externally funded projects and research. Supports the development of the University's Quality Enhancement Plan (QEP).

  Accomplishments: Implemented a new advising structure designed to holistically serve the undergraduate student population. Improved professional development opportunities for advisors. Designed a new rubric for the evaluation of the re-admission process for students on enforced withdrawal. Improved tutoring facilities to include high-tech equipment to facilitate the student-tutor experience. Enhanced communication among tutoring facilities across campus. Managed $6.025M in USDA, THECB, and Department of Education grants to support a summer bridge program, tutoring services for schools in the area, and student support services and programming to increase retention.

- Associate Dean, College of Arts and Sciences, Texas A&M University-Kingsville, TX, 2021-2023

  Responsibilities: Primarily responsible for Undergraduate Program and Research Initiatives. Review proposed curriculum and catalog changes. Serve as ex-oficio to the College Curriculum Committee. Supervise final degree audits of graduation applications for UG students. Oversee undergraduate scholarships committee and awards. Hearing officer for undergraduate student complaints. Serve as college liaison for the Office of Sponsored Programs and manage limited submission procedures. Work with advisors for curriculum updates, policy changes, and advising concerns. Coordinate UG Program Reviews for the College. Lead FTIC/Transfer Recruitment efforts. Review department schedule submissions. College liaison to Enrollment Management for UG admission appeals. Support and oversee the undergraduate component of the Student Advisory Council. Review and approve teacher load reports.

  Accomplishments: Secured $450,000 in funding from THECB Accelerating Credentials of Purpose and Value. Improved communication between advisors and the College. Streamlined academic grievance processes for UG students. Developed and launched initiatives to support the retention of COAS students. Designed a program to specifically support online students and

faculty. Started a computer loaner program for COAS students. Improved consistency of Degree Works updates by advisors. Supported the development of a hands-on Developmental Biology summer course for TAMUK students (Baffin Bay- Dev Bio). Managed the USDA-funded grant: AgriCULTURE Program for $275,000.

8.10 Approval of Academic Tenure, November 2026

A) East Texas A&M University
B) Prairie View A&M University
C) Tarleton State University
D) Texas A&M International University
E) Texas A&M University
F) Texas A&M University-Central Texas
G) Texas A&M University-Kingsville
H) Texas A&M University-Texarkana
I) Texas A&M University-Victoria
J) Texas A&M University-Victoria

Agenda Item No. 8.10-A

EAST TEXAS A&M UNIVERSITY
Office of the President
September 9, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at East Texas A&M University as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Mark J. Rudin
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

EAST TEXAS A&M UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF BUSINESS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Pawan Jain	Professor Accounting, Finance and Business Law	0	>12	09/01/2026
Ph.D. (2008) Ph.D. (2013)	University of Wyoming University of Memphis			
Fa 2013 – Sp 2016 Fa 2016 – Sp 2020 Fa 2020 – Sp 2023 Fa 2023 – Sp 2025 Fa 2026 - Present	Central Michigan University University of Wyoming West Virginia University Virginia Commonwealth University East Texas A&M University		Assistant Professor Assistant Professor Assistant Professor Associate Professor (Tenured 2023) Professor	

Dr. Pawan Jain has had a successful academic career spanning more than a decade. His commitment to teaching, research, and service are strong indicators to support full professor and tenure. Dr. Jain has a Ph.D. in Finance, a Ph.D. in Instructional Design, and a JD. He has earned the prestigious classification of Charter Finance Analyst, and he is a Certified Financial Planner.

His accomplishments in earning industry certifications make him uniquely qualified to train our students not only in financial theory, but also directly in industry demanded skills. Dr. Jain has been tenured and held the position of Department Chair. He has been a consistent developer of new courses and new course content for both the graduate and undergraduate curriculum. Additionally, he has taught more than a dozen different classes across financial management, investments, financial analysis, money markets, insurance, risk management, real estate, and ethics. He augments the current finance faculty with unique credentials and skills and provides vital coverage for our classes.

Dr. Jain has an exemplar research record. He has 34 journal publications primarily in high impact journals. He has maintained a steady research record with 4 manuscripts under review and 6 working papers. His successful research indicates his ability to support the university's maintenance of R2 status and to continue to elevate our research productivity. Dr. Jain has been awarded 10 research grants. He will be able to effectively mentor junior faculty. These are important skills for a tenured full professor.

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

COLLEGE OF SCIENCE AND ENGINEERING

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Paulus Wahjudi	Professor Computer Science and Information Systems	0	>17	09/01/2026
Ph.D. (2007)	University of Southern Mississippi			
Fa 2009 – Sp 2013 Fa 2013 – Sp 2019 Fa 2019 – Sp 2026 Fa 2026 - Present	Marshall University Marshall University Marshall University East Texas A&M University		Assistant Professor Associate Professor (Tenured 2013) Professor Professor	

Dr. Paulus Wahjudi currently serves as Associate Dean of Computing in the College of Science and Engineering at East Texas A&M University (East Texas A&M). Prior to joining East Texas A&M, he served as a Professor of Computer Science and Academic Lead of the Institute for Cyber Security at Marshall University, where he established an impressive record of achievement in teaching, research, academic administration, workforce development, and external engagement.

Dr. Wahjudi attained the rank of Professor in 2019 at Marshall University and has demonstrated scholarly productivity, academic leadership, and professional stature consistent with that rank. Throughout his career, he has held progressively responsible leadership positions, including Department Chair, Associate Dean, Director of Student Services, and Academic Lead for a major cybersecurity institute. In these roles, he has demonstrated the ability to lead complex academic organizations, strengthen academic quality, support faculty and students, and advance institutional priorities.

Among Dr. Wahjudi' s most notable accomplishments is his leadership in cybersecurity education and workforce development. He has secured and managed millions of dollars in externally funded projects, including multiple U.S. Department of Education awards supporting cybersecurity workforce initiatives and critical infrastructure protection. He has also played a leading role in developing advanced cybersecurity laboratories, cultivating industry partnerships, and establishing research collaborations with federal and state agencies. These efforts have enhanced the visibility and impact of cybersecurity education while creating meaningful opportunities for students and faculty.

As Department Chair, Dr. Wahjudi successfully guided ABET accreditation reviews with exemplary outcomes, expanded graduate program visibility and national rankings, increased student retention and graduation rates, strengthened experiential learning opportunities, and increased externally funded research activity. His record demonstrates a strong combination of academic leadership, operational effectiveness, and strategic vision.

Dr. Wahjudi now brings this established record of accomplishment to East Texas A&M at an important time in the growth of its computing disciplines. As the Associate Dean of Computing, his experience in academic program development, accreditation, external funding, industry partnerships, and student success directly supports the strategic priorities of the College of Science and Engineering and the University. His leadership will be particularly valuable as East Texas A&M continues to strengthen and expand its programs and research capacity in computer science, cybersecurity, artificial intelligence, data science, and related computing fields.

Throughout his career, Dr. Wahjudi has conducted himself in a professional manner and has not engaged in any behavior that would constitute grounds for dismissal for cause under System Policy *12.01*, Section 4.3.

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Mustafa Mashal	Professor Engineering and Technology	0	>9	09/01/2026
Ph.D. (2015)	University of Canterbury			
Fa 2017 – Sp 2020 Fa 2020 – Sp 2024 Fa 2024 – Sp 2026 Fa 2026 - Present	Idaho State University Idaho State University Idaho State University East Texas A&M University		Assistant Professor Associate Professor (Tenured 2020) Professor Professor	

Dr. Mustafa Mashal is a distinguished scholar, researcher, and academic leader with 18 years of international experience spanning higher education, national laboratories, and private industry. He was a tenured Professor of Civil Engineering and Associate Vice President for Research–Innovation Partnerships at Idaho State University, where he played a significant role in expanding the university's research enterprise, including helping increase research expenditures from approximately $30 million in 2023 to nearly $50 million in 2025.

His accomplishments demonstrate a particularly strong record in research growth, external partnerships, and innovation. He has secured approximately $7 million in grant funding, including more than $4 million as lead Principal Investigator; authored approximately 200 scientific publications; holds five granted or pending patents; and has delivered approximately 100 keynote or invited presentations worldwide. He also led development of the five-year, $10.5+ million ISU–Idaho National Laboratory SUPER Agreement**,** significantly expanded joint appointments with national laboratories, and helped establish the 55,000-square-foot Critical Materials and Energy Systems Innovation Center.

Dr. Mashal is also an accomplished faculty leader and mentor. As founding director of Idaho State's Disaster Response Complex and Structural Laboratories, he has overseen major research facilities, supervised or advised numerous graduate and undergraduate researchers, and built extensive collaborations with industry and national laboratories. His professional recognition includes being named Idaho State University's 2025 Distinguished Researcher, Fellow of the American Society of Civil Engineers (ASCE) Structural Engineering Institute, recipient of the ASCE Alfred Noble Prize, multiple Fulbright awards, American Association of State Highway and Transportation Officials High Value Research Awards, and a University of Canterbury Erskine Fellowship.

Throughout his career, Dr. Mashal has conducted himself in a professional manner and has not engaged in any behavior that would constitute grounds for dismissal for cause under System Policy *12.01*, Section 4.3.

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

Agenda Item No. 8.10-B

PRAIRIE VIEW A&M UNIVERSITY
Office of the President
October 29, 2026

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

Subject: Approval of Academic Tenure, November, 2026,
Prairie View A&M University

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Prairie View A&M University as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Tomikia P. LeGrande
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

PRAIRIE VIEW A&M UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF AGRICULTURE, FOOD, AND NATURAL RESOURCES

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date** **Tenure**
Dr. Noel Estwick	Assistant Professor Agriculture	6	0	Upon Approval by the Board
Ph.D. (2012)	Texas Southern University			
Fa 2019 – Present	Prairie View A&M University		Assistant Professor	

Dr. Noel Estwick demonstrates a sustained commitment to scholarly activity/research, teaching, and service. His research strengthens disaster resilience among agricultural producers and improves quality of life in diverse communities. As Principal Investigator (PI) or co-PI on several externally supported projects from the Southern Sustainable Agriculture Research and Education program, the U.S. Department of Energy, and the National Academies of Sciences, Engineering, and Medicine, he has advanced interdisciplinary work that supports 1890 university clientele, equips farmers with practical disaster education, and promotes collaboration essential to disaster resilience. His scholarly record includes several peer-reviewed journal articles, book chapters, and invited presentations at professional meetings and conferences. Internationally, he contributes through the Caribbean Cluster of the 1890 Universities Center of Excellence for Global Food Security and Defense, conducting workshops for farmers and extension agents. In teaching, Dr. Estwick uses high-impact and active-learning practices in online and face-to-face undergraduate and graduate courses. His completion of the Association of College and University Educators' Effective Teaching Practices course in 2024 reinforced his commitment to helping students think critically, apply theory to real-world agricultural issues, and prepare for careers in food, agriculture, and natural resources. His service reflects professional leadership through contributions to the Verification of the Origins of Rotation in Tornadoes Experiment–Southeast Advisory Council, the 2023 PVAMU Global Engagement Faculty Award, service as a U.S. Department of Agriculture - National Institute of Food and Agriculture Visiting Scholar, and leadership of the 1890-Extension Disaster Education Network project, which builds disaster education capacity across the 1890 university system.

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

COLLEGE OF BUSINESS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	Other Inst.	Effective Date Tenure
Dr. Hangjun (Joseph) Xu	Associate Professor Marketing	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2018)	Old Dominion University			
Fa 2018 – Sp 2021	Union University		Assistant Professor	
Fa 2021 – Sp 2026	Union University		Associate Professor (Tenured 2021)	
Fa 2026 – Present	Prairie View A&M University		Associate Professor	

Dr. Hangjun (Joseph) Xu demonstrates a sustained commitment to scholarly activity/research, teaching, and service. Dr. Xu's research accomplishments include a sustained record of scholarly work in value co-creation, marketing strategy, and services marketing, with publications in peer-reviewed journals and presentations at leading international conferences. He has authored more than nine high-profile publications [Australian Business Deans Council Journal Quality list: 1 A*, 5 A, 3 B], widely cited more than 680 times by researchers around the world, including citations in prestigious international journals and multiple dissertations, demonstrating the broad impact and recognition of his work. He has served as Co-Principal Investigator on one National Natural Science Foundation and one National Social Science Foundation of China grant totaling $130,000 and collaborated on industry-supported research with the Port of Virginia, producing findings that inform both academic inquiry and managerial practice. Dr. Xu has taught a wide range of undergraduate and graduate courses, integrating data-driven instruction, experiential learning, and case-based analysis, resulting in consistently positive student evaluations. Beyond research and teaching, he contributes to academic service as a reviewer for leading journals and through committee work, student mentoring, and community partnerships. Prior to joining Prairie View A&M University in Fall 2026, Dr. Xu served as an Associate Professor of Marketing at Union University.

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

WHITLOWE R. GREEN COLLEGE OF EDUCATION

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	Other Inst.	Effective Date Tenure
Dr. Roisin Corcoran	Associate Professor Educational Leadership and Counseling	0	8	Upon Approval by the Board and Faculty Arrival
Ph.D. (2011)	University of Limerick, Ireland			
Fa 2013 – Sp 2017	Johns Hopkins University		Assistant Professor	

Fa 2017 – Sp 2018	University College Dublin, Ireland	Associate Professor (Tenured 2017)
Fa 2018 – Sp 2021	University of Nottingham, U.K.	Professor (Tenured 2018)
Fa 2023 – Sp 2025	University of Texas Health Science Center at Houston	Professor
Fa 2025 – Su 2026	SSP International, Inc.	VP of Research and Evaluation
Fa 2026 – Present	Prairie View A&M University	Associate Professor

Dr. Roisin Corcoran demonstrates a sustained commitment to scholarly activity/research, teaching, and service. She has served as the Principal Investigator (PI), Co-PI, or Independent Evaluator on research grants worth several million dollars, funded by agencies including the U.S. Department of Education, the National Institutes of Health, the Education Endowment Foundation, and the Economic and Social Research Council). As the PI, she has designed and led a series of multiyear, multisite projects—funded by the U.S. Department of Education and foundations—focusing on educational interventions and the mechanisms by which they have their impact on social-emotional, health, and academic outcomes. From her research to date, she has published 27 peer-reviewed papers, one book, two book chapters, 23 conference papers, and 30 technical reports. Dr. Corcoran has extensive teaching experience across institutions including UTHealth Houston, the University of Nottingham, Johns Hopkins University, and University College Dublin. She is currently a board member of the Campbell Collaboration and Co-Chair of its Education Coordinating Group. She performs international consultancy work, has served as Executive Editor of Teaching and Teacher Education, and serves on the editorial boards of Campbell Systematic Reviews and Frontiers in Psychology. Dr. Corcoran was named a Fellow of the British Psychological Society and a Fellow of the Academy of Social Sciences, received the American Psychological Association's Early Career Award in Educational Psychology, and completed a postdoctoral fellowship at Yale University.

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

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date Tenure**
Dr. Thea Hayes Williams-Black	Professor & Department Head Curriculum and Instruction	0	10	Upon Approval by the Board and Faculty Arrival
Ph.D. (2003)	University of Southern Mississippi			
Fa 2003 – Su 2005	Nicholls State University		Assistant Professor	
Fa 2006 – Sp 2011	University of Mississippi		Assistant Professor	
Fa 2011 – Su 2014	University of Mississippi		Associate Professor (Tenured 2011)	
Su 2014 – Su 2017	Jackson State University		Professor	
Su 2017 – Su 2021	Tougaloo College		Professor	
Fa 2022 – Fa 2026	National Board for Professional Teaching Standards		Senior Manager, Strategic Partnerships	
Fa 2026 – Present	Prairie View A&M University		Professor	

Dr. Thea Hayes Williams-Black demonstrates a sustained commitment to scholarly activity/research, teaching, and service. Her research accomplishments include a distinguished record of scholarship in literacy, teacher

education, differentiated instruction, and educational equity. She has authored numerous peer-reviewed journal articles, book chapters, and practitioner resources, presented at national and international conferences, and secured more than $5 million in external funding, including a $1.7 million HBCUTeach grant, to advance educator preparation, educational policy, and systems improvement. Dr. Williams-Black has extensive teaching experience across undergraduate, graduate, doctoral, and online programs. Her teaching effectiveness is evidenced by curriculum innovation, accreditation leadership, faculty and graduate student mentoring, online program development, and evidence-based instructional practices that promote student success. Her professional service includes leadership on university, state, and national committees, journal review and editorial responsibilities, educational policy and advocacy, and active engagement in professional organizations. Before joining Prairie View A&M University in Fall 2026, Dr. Williams-Black served as Senior Manager of Policy and Research for the National Board for Professional Teaching Standards, where she provided executive leadership for multi-million dollar initiatives, informed state and national education policy, cultivated strategic partnerships, and advanced educator quality and student success through research-driven systems improvement.

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

COLLEGE OF PUBLIC AFFAIRS AND SOCIETAL IMPACT

Name	**Present Rank Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date Tenure**
Dr. Jospeter Mbuba	Associate Professor and Department Head Justice Studies	0	19	Upon Approval by the Board and Faculty Arrival
Ph.D. (2004)	Louisiana State University			
Fa 2006 – Sp 2012	Purdue University Fort Wayne		Assistant Professor	
Fa 2012 – Sp 2019	Purdue University Fort Wayne		Associate Professor (Tenured 2012)	
Fa 2019 – Sp 2026	Purdue University Fort Wayne		Professor (Tenured 2019)	
Fa 2026 – Present	Prairie View A&M University		Associate Professor	

Dr. Jospeter Mbuba demonstrates a sustained commitment to scholarly activity/research, teaching, and service. Dr. Mbuba's research accomplishments include leading collaborative research projects supported by the Fulbright U.S. Scholar Program, Carnegie African Diaspora Fellowship, the Council for the Development of Social Science Research in Africa, and other competitive funding agencies. His work has advanced comparative criminal justice scholarship through curriculum development, graduate mentoring, faculty development, and collaborative research globally, resulting in the publication of four books, more than 30 peer-reviewed journal articles and book chapters, and numerous invited and refereed presentations at national and international conferences. His research has informed scholarship, public policy, and criminal justice education. Dr. Mbuba's commitment to innovative, student-centered teaching has earned multiple Outstanding Faculty Awards, a Community Engagement Award, and Student Choice Awards for Teaching Excellence. His professional service includes reviewing for the Fulbright U.S. Scholar and Fulbright Student Programs and the Carnegie African Diaspora Fellowship Program, serving as Special Issue Editor of the African Journal of Criminology and Justice Studies, and chairing international conference panels in addition to serving on numerous university-wide committees. Prior to joining Prairie View A&M University in Fall 2026, Dr. Mbuba served as Professor,

Director of Graduate Studies, and Chair of the Department of Criminal Justice and Public Administration at Purdue University Fort Wayne.

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

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

Agenda Item No. 8.10-C

TARLETON STATE UNIVERSITY
Office of the President
September 10, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Tarleton State University as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
Executive Vice Chancellor

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

ITEM 8.10-C
EXHIBIT

TARLETON STATE UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF EDUCATION

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Elsa M. Anderson	Professor Educational Leadership and Technology	0	15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2009)	University of North Texas			
Fa 2011 – Su 2015 Fa 2015 – Su 2022 Fa 2022 – Su 2026 Fa 2026 – Present	Texas Wesleyan University Texas Wesleyan University Texas Wesleyan University Tarleton State University		Assistant Professor Associate Professor (Tenured 2015) Professor Professor	

Dr. Elsa M. Anderson comes to Tarleton State University as a Professor of Education. With more than three decades of experience spanning P-12 and higher education, Dr. Anderson has served as a classroom teacher, District Instructional Leader, ESL Coordinator, Consultant, Department Chair, and University Professor. She has developed and taught undergraduate, master's, and doctoral courses in literacy, writing instruction, English learner education, curriculum and instruction, educational leadership, program evaluation, language acquisition, and culturally responsive teaching. Throughout her career she has mentored undergraduate, graduate, and doctoral students, chaired numerous doctoral dissertation committees, and guided doctoral candidates through research design, proposal development, qualitative inquiry, and dissertation completion across a broad range of educational topics.

Dr. Anderson's scholarship focuses on literacy instruction, teacher preparation, culturally responsive teaching, English learner education, writing pedagogy, and professional development models that support teacher effectiveness and student achievement. Her research has examined topics including teacher implementation of culturally responsive teaching, literacy instruction in diverse classrooms, professional learning models, adult English learner education, and teacher self-efficacy and retention. She currently serves as Co-Principal Investigator on a U.S. Personal Responsibility Education Program (PREP) grant supporting educator preparation transformation and residency development and is leading a grant-funded study investigating the impact of reading pedagogy on teacher self-efficacy and retention. She has secured support through multiple grants, including awards from the Moody Foundation, U.S. PREP, and the Sam Taylor Foundation, and has contributed to educator preparation initiatives, curriculum innovation, and program transformation efforts at the institutional and state levels.

Dr. Anderson has maintained an active record of scholarship and professional engagement through numerous peer-reviewed publications, book chapters, invited articles, presentations, and professional development workshops. Her work has been presented at international, national, state, and regional conferences, including the Teaching English to Speakers of Other Languages (TESOL) International Convention, International Literacy Association, National Association for Bilingual Education, Association of Teacher Educators, and Learning Forward. She has authored and co-authored publications addressing literacy education, English learner instruction, culturally responsive teaching, teacher preparation, and professional development. Her scholarship

and instructional innovations have received recognition through multiple Faculty Scholars Awards, the Texas Association of Teacher Educators Quest for Quality Award, and appointment as a Bebensee University Scholar.

Dr. Anderson's professional contributions extend well beyond teaching and scholarship. She currently serves as Chair of the TESOL International Professional Development Professional Council and has been selected as one of only 16 worldwide members of the TESOL International Professional Development Professional Council. She has served as a reviewer for professional journals, books, conference proposals, and TESOL course development initiatives and has provided extensive consulting and professional development for school districts throughout Texas. Within her institution, she has served in numerous leadership roles, including Undergraduate Education Department Chair, Curriculum Committee Chair, International Education Committee Chair, Tenure and Promotion Committee Chair, Graduate Faculty Member, and Dissertation Chair. Her work has strengthened educator preparation, accreditation readiness, curriculum development, faculty leadership, and partnerships with school districts and community organizations. Dr. Anderson remains actively involved in professional organizations focused on literacy, teacher education, bilingual education, and English learner success, and is widely recognized for advancing innovative, culturally responsive educational practices.

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

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

Agenda Item No. 8.10-D

TEXAS A&M INTERNATIONAL UNIVERSITY
Office of the President
September 16, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M International University as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Christopher Maynard, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 8.10-D
EXHIBIT

TEXAS A&M INTERNATIONAL UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF ARTS AND SCIENCES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Andreea Karadeli	Associate Professor Criminal Justice	0	6	Upon Approval by the Board and Faculty Arrival
Ph.D. (2019) M.A. (2014)	Academia Nationala de Informatii "Mihai Vitaezul", Romania University of Exeter, England			
Fa 2021 – Sp 2026 Fa 2017 – Fa 2018 Fa 2026 – Present	University of Texas Rio Grande Valley Sakarya University Texas A&M International University		Assistant Professor Visiting Lecturer Associate Professor	

Dr. Karadeli's research interests include terrorism, homeland security, and national defense. Dr. Karadeli's research productivity has been stable during her career thus far. She has published nine peer-reviewed journal articles. Furthermore, she has authored and/or co-authored one book, two chapters, and 18 articles in public/trade journals. These publications have led to 15 academic presentations. Dr. Karadeli's teaching record is excellent with solid teaching evaluations. She has taught courses closely aligned to her research agenda, including: Research and Analysis, Criminal Justice Special Topics, Global Security, Bureaucracy and Organizational Theory, Intelligence Studies, Global Security, Homeland Security, Terrorism and Radicalization, International and Developmental Policy, and World Politics. Service to her students, the university, and her field is strong. She has served on numerous committees at the university, college, and department level at her previous institutions.

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

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Jennifer Rathbun	Professor Spanish	0	6	Upon Approval by the Board and Faculty Arrival
Ph.D. (2002) M.A. (1997)	University of Arizona Wichita State University			

Fa 2021 – Sp 2026	Ball State University	Professor
Fa 2007 – Sp 20221	Ashland University	Professor
Fa 2026 – Present	Texas A&M International University	Professor

Dr. Rathbun's scholarship focuses on poetry related to the US-Mexican border and Argentina, as well as literary criticism. Dr. Rathbun's scholarly productivity has been highly stable during her career. She has co-authored two books (edited). Furthermore, she has authored and/or co-authored 10 peer-reviewed articles, three book chapters, three reviews, 12 original poems, and translated 18 poetry books, two chapbooks, one monograph, one article, and 41 poems. These publications have led to 13 invited presentations and 31 academic presentations. Dr. Rathbun's teaching record is excellent with solid teaching evaluations. She has taught courses closely aligned to her research agenda, including: First Semester Spanish, Second Semester Spanish, Third Semester Spanish, Advanced Grammar and Composition, Latin American Civilization, Survey of Spanish Literature, Survey of Latin American Literature, Conversational Spanish, Advanced Grammar and Conversation, U.S. Mexico Border Literature, and Latin American Literature in Translation. Service to her students, the university, and her field is strong. She has served as department chair, associate editor, member of an editorial board, and on numerous committees at the university, college, department, and community level at her previous institutions.

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

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

Agenda Item No. 8.10-E

TEXAS A&M UNIVERSITY
Office of the President
September 10, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Susan Ballabina, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

TEXAS A&M UNIVERSITY
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF ARTS & SCIENCES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Joan Broderick	Professor Chemistry	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1992)	Northwestern University			
Fa 1993 – Su 1998 Fa 1998 – Su 2002 Fa 2002 – Su 2004 Fa 2004 – Su 2005 Fa 2005 – Sp 2026 Sp 2026 – Present	Amherst College Michigan State University Michigan State University Michigan State University Montana State University Texas A&M University	Assistant Professor Assistant Professor Associate Professor (Tenured 2002) Professor Professor (Tenured 2005) Professor		

Dr. Joan Broderick received a Ph.D. in Inorganic Chemistry from Northwestern University in 1992. Dr. Broderick joined the Department of Chemistry at Texas A&M University as a Professor in 2026. She previously held faculty appointments at Amherst College, Michigan State University, and Montana State University, where she served as a tenured Professor. Dr. Broderick teaches graduate and undergraduate courses in inorganic chemistry, biochemistry, and teaches both honors and mainstream general chemistry. She has chaired 23 doctoral committees, five master's committees, and has served on more than 100 additional graduate committees. Dr. Broderick's research focuses on bio-inorganic chemistry, with a particular emphasis on the biogenesis and roles of catalytically essential iron-sulfur clusters in biology, and the mechanisms of radical reactions initiated by biological iron-sulfur clusters. She has received more than $22 million in external research funding from the National Institutes of Health, the U.S. Department of Energy, and other agencies. She has published 130 peer-reviewed papers. Dr. Broderick has been elected to the National Academy of Sciences and the American Academy of Arts and Sciences. She serves as Associate Editor of the *Journal of Biological Chemistry* and is on the editorial board for the *Proceedings of the National Academy of Sciences*.

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

Dr. Kareem El Damanhoury	Associate Professor Communication & Journalism	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2018)	Georgia State University			
Su 2019 – Su 2024 Fa 2024 – Su 2026	University of Denver University of Denver	Assistant Professor Associate Professor (Tenured 2024)		

Su 2026 – Present	Texas A&M University	Associate Professor

Dr. Kareem El Damanhoury received a Ph.D. in Media and Communication from Georgia State University in 2018. He joined the Department of Communication and Journalism at Texas A&M University as an Associate Professor in 2026, following his service as a tenured Associate Professor at the University of Denver. Before entering academia, he worked as a journalist for more than 15 years in the United States and internationally in Jordan and Egypt. He was named Educator of the Year in Colorado by the Society of Professional Journalists. Dr. El Damanhoury teaches undergraduate and graduate courses in multimedia storytelling, as well as courses that examine the intersection of media and politics. He has also developed experiential learning opportunities for students with outlets such as the Public Broadcasting Service. His scholarship focuses on visual communication, media and conflict, and international broadcasting. He has authored two books, *Proto-state Media Systems* (2022) with Oxford University Press and *Photographic Warfare* (2022) with the University of Georgia Press, and has published more than 30 journal articles, many of which included graduate students as co-authors. In addition to his scholarly work, he is a multimedia journalist and documentary filmmaker whose work has been featured in film festivals worldwide and has earned multiple awards, including an International Emmy in 2024 and the Broadcast Education Association Best of Festival award in the news category in 2026.

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

Dr. William Mari	Associate Professor Communication & Journalism	0	11	Upon Approval by the Board and Faculty Arrival
Ph.D. (2016)	University of Washington			
Su 2015 – Su 2019 Su 2019 – Su 2024 Su 2024 – Su 2026 Su 2026 – Present	Northwest University Louisiana State University Louisiana State University Texas A&M University	Assistant Professor Assistant Professor Associate Professor (Tenured 2024) Associate Professor		

Dr. William Mari received a Ph.D. in Communication from the University of Washington in 2016. Dr. Mari joined the Department of Communication & Journalism at Texas A&M University as an Associate Professor in 2026. He previously held faculty appointments at Northwest University and Louisiana State University, where he served as a tenured Associate Professor. Dr. Mari teaches courses in media history and media law, and honors courses in World War II and Cold War propaganda and received the Association for Education in Journalism and Mass Communication History Division Teaching Award in 2022. He is a leading media historian, specializing in the history of technology, including the computer and the internet and their impact on the news industry, as well as the First Amendment. He has 1,832 citations, an h-index of 11, an i10-index of 12, and has solo-authored three books, including *The American Newsroom: A History, 1920 to 1960* (U of Missouri, 2021), *A Short History of Disruptive Journalism Technologies: 1960-1990* (Routledge, 2019), and *Newsrooms and the Disruption of the Internet: 1990-2010* (Routledge, 2023). He has co-edited or is co-editing three other books, looking at newsroom culture, obscure journalists and Australian-U.S. media history. He has published 26 articles in academic journals. He writes for *The Saturday Evening Post* and other public-facing outlets. He also served as a public affairs officer in the U.S. Navy Reserve from 2012-2020.

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

Dr. Ruth C. Moon	Associate Professor Communication & Journalism	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2018)	University of Washington			
Fa 2019 – Sp 2026 Su 2026 – Present	Louisiana State University Texas A&M University	Assistant Professor Associate Professor		

Dr. Ruth C. Moon received a Ph.D. in Communication from the University of Washington in 2018. Dr. Moon joined the Department of Communication & Journalism at Texas A&M University as an Associate Professor in 2026, after previously serving as an Assistant Professor at Louisiana State University. She teaches undergraduate and graduate courses in journalism and political communication and has developed courses in media ethics and global media systems. She is a leading scholar of mass communication and journalism, specializing in understanding the practices and roles of journalists in authoritarian contexts and other places where journalists have marginal power. She has 341 citations, an h-index of 12, and an i10-index of 13, and her book, *Authoritarian Journalism: Controlling the News in Post-Conflict Rwanda* (Oxford University Press, 2023), received the International Communication Association Journalism Studies Division's 2025 book award. She has advised numerous graduate students and frequently collaborates with graduate students on publications. Dr. Moon's research has been supported by competitive funding from the Fulbright Commission, the Lyndon B. Johnson Foundation, the Institute for Humane Studies, the National Security Education Program, and other organizations. She is an editorial board member for three top-tier journals in mass communication and is the book review editor for *Journalism & Mass Communication Quarterly.*

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

Dr. Bo Yang	Associate Professor Communication & Journalism	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2017)	University of Maryland			
Su 2019 – Su 2025 Fa 2025 – Su 2026 Su 2026 – Present	University of Arizona University of Arizona Texas A&M University	Assistant Professor Associate Professor (Tenured 2025) Associate Professor		

Dr. Bo Yang received a Ph.D. in Communication from the University of Maryland. She joined the Department of Communication and Journalism at Texas A&M University as an Associate Professor in 2026, after previously serving as a tenured Associate Professor at the University of Arizona. Dr. Yang teaches undergraduate and graduate courses in public relations, persuasion, and social influence theory. She uses applied assignments, interactive activities, and real-world examples to create engaging and inclusive learning environments that help students connect communication theory with practice. She is committed to mentoring students in research and scholarship and supporting them as they develop original research projects, conference presentations, and publications. Dr. Yang is a health communication scholar who specializes in designing theory-driven communication strategies to address public health challenges. Her research has been published in leading communication and public health journals and has informed evidence supporting tobacco regulation and risk communication in the United States and internationally. She has delivered invited presentations at the U.S.

Food and Drug Administration Center for Tobacco Products and the Centers for Disease Control and Prevention (CDC), and many of her publications have been recognized by the CDC as expert works with relevance to the public health communication community.

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

Dr. Martin Armin Richard Kalb	Associate Professor History	0	11	Upon Approval by the Board and Faculty Arrival
Ph.D. (2011)	Northern Arizona University			
Su 2015 – Su 2021 Fa 2021 – Sp 2026 Su 2026 – Present	Bridgewater College Bridgewater College Texas A&M University	Assistant Professor Associate Professor (Tenured 2021) Associate Professor		

Dr. Martin Armin Richard Kalb received a Ph.D. in History from Northern Arizona University. Dr. Kalb joined the Department of History at Texas A&M University as an Associate Professor in 2026, after previously serving as a tenured Associate Professor at Bridgewater College. Dr. Kalb teaches undergraduate and graduate courses in global environmental history. He has developed and taught a variety of courses focusing on European, global, and environmental history, including a course titled "Nature and Empire." His courses emphasize inquiry-based learning, interactive and inclusive pedagogy, and interdisciplinary approaches. Dr. Kalb is a global environmental historian interested in intersections of nature and empire, with research focusing on colonial ecologies in Southern Africa (mainly Namibia). In 2019, he received a National Endowment for the Humanities Summer Stipend, which supported completion of his most recent monograph, *Environing Empire: Nature, Infrastructure, and the Making of German Southwest Africa* (open access, 2022). Dr. Kalb has authored two books, eight scholarly articles, and five chapters in edited volumes and has presented his research widely at national and international conferences. Dr. Kalb also regularly serves as a peer-reviewer of grant proposals and scholarly publications, including most recently for the Swiss National Science Foundation.

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

COLLEGE OF ENGINEERING

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date** **Tenure**
Dr. Yue Zhou	Associate Professor Engineering Technology & Industrial Distribution	0	8	Upon Approval by the Board and Faculty Arrival
Ph.D. (2015)	The Pennsylvania State University			
Sp 2018 – Su 2022 Su 2022 – Su 2024	South Dakota State University The University of Texas at Dallas	Assistant Professor Assistant Professor		

Fa 2024 – Su 2026	The University of Texas at Dallas	Associate Professor (Tenured 2024)
Su 2026 – Present	Texas A&M University	Associate Professor

Dr. Yue Zhou received a Ph.D. in Electrical Engineering from The Pennsylvania State University in 2015. Dr. Zhou joined the Department of Engineering Technology & Industrial Distribution at Texas A&M University as an Associate Professor in 2026, after previously serving as a tenured Associate Professor at The University of Texas at Dallas. He has taught courses on electronic devices, sensors and measurement, and energy conversion and storage, and developed a new course and lab at The University of Texas at Dallas. Dr. Zhou's research focuses on energy storage, electronic materials and devices, and advanced manufacturing. Dr. Zhou has built a nationally recognized research program supported by more than $9 million in cumulative sponsored funding, including a National Science Foundation CAREER Award, an Office of Naval Research Young Investigator Award, and multiple major federal and industry grants. His scholarly record includes more than 60 peer-reviewed journal articles in leading venues, over 4,100 citations, an h-index of 39, and several patents related to batteries, supercapacitors, and energy-harvesting devices. Dr. Zhou's service includes serving as a review panelist for the National Science Foundation and a proposal reviewer for the U.S. Department of Energy, as well as a manuscript reviewer for several journals, including *Nature Communications* and *Advanced Materials*.

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

Dr. Lingfeng He	Professor Nuclear Engineering	0	12	Upon Approval by the Board and Faculty Arrival
Ph.D. (2009)	Chinese Academy of Sciences, Beijing, China			
2014 – 2016 2016 – 2019 2019 – 2022 Su 2022 – Su 2026 Su 2026 – Present	Idaho National Laboratory Idaho National Laboratory Idaho National Laboratory North Carolina State University Texas A&M University	Staff Scientist (Level 3) Senior Staff Scientist (Level 4) Distinguished Staff Scientist (Level 5) Associate Professor Professor Professor		

Dr. Lingfeng He received a Ph.D. in Materials Science from the Chinese Academy of Sciences, Beijing, China, in 2009. Dr. He joined the Department of Nuclear Engineering at Texas A&M University as a Professor in 2026. After completing his doctoral degree, he held postdoctoral positions at Nagaoka University of Technology, Japan, and the University of Wisconsin-Madison. In 2014, Dr. He joined Idaho National Laboratory (INL) as a staff scientist, where he advanced to become a distinguished staff scientist (Level V) and high-resolution materials characterization group leader. Dr. He served as an Associate Professor at North Carolina State University (2022-2026) before joining Texas A&M University. He is an expert in the behavior of materials under radiation, corrosion, mechanical stress, and ultra-high-temperature environments. He teaches Nuclear Materials and Advanced Characterization and has mentored five postdoctoral researchers, eight graduate students, four undergraduate researchers, and seven summer interns. He has led or contributed to numerous research projects, including serving as Principal Investigator or Co-Principal Investigator on 25 research projects funded by the U.S. Department of Energy, the U.S. Nuclear Regulatory Commission, and INL, with total project funding exceeding $60 million, including more than $12 million supporting his research, in addition to 52 Nuclear Science User Facility projects. He has authored 155 peer-reviewed journal articles, an h-index: 44, and received the INL Laboratory Director's 2020 Exceptional Scientific Achievement Award.

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

SCHOOL OF ENGINEERING MEDICINE

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Yanmin "Emily" Gong	Associate Professor Engineering Medicine	0	10	Upon Approval by the Board
Ph.D. (2016)	University of Florida			
Su 2016 – Su 2019 Su 2019 – Su 2022 Fa 2022 – Fa 2025 Fa 2025 – Present	Oklahoma State University The University of Texas at San Antonio The University of Texas at San Antonio Texas A&M University	Assistant Professor Assistant Professor Associate Professor (Tenured 2022) Associate Professor		

Dr. Yanmin "Emily" Gong received a Ph.D. in Electrical and Computer Engineering from the University of Florida in 2016. Dr. Gong joined the School of Engineering Medicine at Texas A&M University as an Associate Professor in 2025, where she directs the HASH AI (Human-centered, Accessible, Safe Artificial Intelligence with Health Applications) Lab. She previously held faculty appointments at Oklahoma State University and The University of Texas at San Antonio, where she served as a tenured Associate Professor. Dr. Gong teaches courses in computer networks, cybersecurity, data science, and programming. She has also contributed to curriculum development throughout her career by helping to strategically update prerequisites and content for programming courses. Dr. Gong is the recipient of the National Science Foundation (NSF) CAREER Award, the Cisco Faculty Research Award, the NSF Computer and Information Science and Engineering Research Initiation Initiative Award, and several other honors recognizing her contributions to artificial intelligence, networking, and scalable computing. Her research focuses on developing trustworthy, human-centered Artificial Intelligence technologies that advance healthcare and improve patient outcomes.

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

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

Agenda Item No. 8.10-F

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
Office of the President
September 3, 2026

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

Subject: Approval of Academic Tenure, November, 2026,
Texas A&M University-Central Texas

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Central Texas as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Richard M. Rhodes
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 8.10-F
EXHIBIT

TEXAS A&M UNIVERSITY-CENTRAL TEXAS
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF BUSINESS ADMINISTRATION

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Brenda M. Morton	Professor	0	>17	Upon Approval by the Board and Faculty Arrival
Ph.D. (2012)	George Fox University			
Fa 2009 – Sp 2015	George Fox University		Assistant Professor	
Fa 2015 – Sp 2020	George Fox University		Associate Professor (Tenured 2012)	
Fa 2020 – Sp 2021	George Fox University		Professor	
Fa 2021 – Sp 2024	University of Mary Hardin-Baylor		Associate Professor	
Fa 2024 – Fa 2026	University of Mary Hardin-Baylor		Professor (Tenured)	
Sp 2027	Texas A&M University-Central Texas		Professor	

Dr. Brenda Morton will join the faculty with more than 17 years of experience in doctoral education and educational leadership, after serving as Director of the Doctor of Education Program at the University of Mary Hardin-Baylor. Her record reflects excellence across teaching, scholarship, mentorship, and academic leadership. As Director, she provided strategic oversight for the Ed.D. program, leading curriculum development, program assessment, faculty coordination, student recruitment, admissions, and retention efforts while fostering partnerships with K-12 and higher education institutions. Her scholarly achievements include 32 peer-reviewed journal publications, three authored books, more than $1.7 million in funded research grants, and over 75 national and international conference presentations. Internationally recognized for her expertise in trauma-informed education and educational leadership, she is a two-time Fulbright recipient, having served as both a Fulbright Scholar and Fulbright Specialist. Dr. Morton has demonstrated a strong commitment to doctoral student success through mentoring, collaborative scholarship, and supervision of 14 completed doctoral dissertations as Chair. Her sustained contributions to research, graduate education, and program leadership have advanced the field while enhancing the quality and reputation of doctoral education at the institutional, national, and international levels.

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

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

Agenda Item No. 8.10-G

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
August 28, 2026

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

Subject: Approval of Academic Tenure, November, 2026,
Texas A&M University-Kingsville

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty member at Texas A&M University-Kingsville as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Dr. Robert Vela
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

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

[SIGNED BY]

Nichole B. Bunker
General Counsel

ITEM 8.10-G
EXHIBIT

TEXAS A&M UNIVERSITY-KINGSVILLE
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

DICK AND MARY LEWIS KLEBERG COLLEGE OF AGRICULTURE AND NATURAL RESOURCES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Charles Martinez	Associate Professor Agriculture, Agribusiness & Environmental Sciences	0	7	Upon Approval by the Board and Faculty Arrival
Ph.D. (2019)	Texas A&M University			
Sp 2020 – Su 2026 Su 2026 – Su 2026 Su 2026 - Present	University of Tennessee University of Tennessee Texas A&M University-Kingsville	Assistant Professor Associate Professor (Tenured Summer 2026) Associate Professor		

Dr. Charles Martinez is an agricultural economist whose integrated extension and research program focuses on farm management, agricultural finance, risk management, and land use. While at the University of Tennessee, he authored 43 peer-reviewed Extension publications, more than 20 popular press articles, and 25 refereed journal articles in leading agricultural economics journals. He developed and led innovative extension programs that reached thousands of producers and beginning farmers across Tennessee and beyond, while also earning national recognition through invited presentations and agricultural media engagement. His research and outreach informed agricultural policy, including statewide farmland preservation initiatives. As Lead Principal Investigator (PI) or Co-PI, he secured funding through 12 grants totaling $33.1 million in external support. In addition to his scholarship and outreach, he demonstrated a strong commitment to institutional service by serving on 20 university committees, including chairing eight. These accomplishments reflect a sustained record of excellence in research, extension, leadership, and service consistent with a tenured faculty appointment. He secured tenure in summer 2026 at the University of Tennessee, Knoxville, just prior to joining Texas A&M University-Kingsville.

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

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

Agenda Item No. 8.10-H

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
September 4, 2026

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

Subject: Approval of Academic Tenure, November 2026,
Texas A&M University-Texarkana

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Texarkana as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]
Glenn Hegar
Chancellor

[SIGNED BY]
Tracy Foster
Executive Vice Chancellor

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]
Nichole B. Bunker
General Counsel

TEXAS A&M UNIVERSITY-TEXARKANA
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

ANITA AND TRUMAN ARNOLD COLLEGE OF BUSINESS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Nathan Neale	Professor Management	0	11	Upon Approval by the Board and Faculty Arrival
Ph.D. (2016)	Washington State University			
Fa 2015 – Sp 2021 Fa 2021 – Sp 2025 Fa 2025 – Sp 2026 Fa 2026 – Present	University of Houston-Downtown University of Houston-Downtown University of Houston-Downtown Texas A&M University-Texarkana	Assistant Professor Associate Professor (Tenured 2021) Professor Professor		

Dr. Neale demonstrated solid teaching, mentorship, and student success initiatives during his time at the University of Houston—Downtown. His scholarship includes 10 peer-reviewed publications and 11 conference presentations. Dr. Neale has provided a good deal of professional, university, and community service, including serving on the editorial review board of an international journal, chairing university-wide committees, and serving on several community boards.

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

COLLEGE OF ARTS, SCIENCES, AND EDUCATION

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Jeanine Myers	Professor Mathematics	0	13	Upon Approval by the Board and Faculty Arrival
Ph.D. (2013)	University of Arkansas			
Fa 2013 – Sp 2016 Fa 2016 – Sp 2022 Fa 2022 – Sp 2026 Fa 2026 – Present	University of Arkansas Arkansas Tech University Arkansas Tech University Texas A&M University-Texarkana	Assistant Professor Associate Professor (Tenured 2020) Professor Professor		

Dr. Myers has taught a variety of mathematics courses at both the undergraduate and graduate level. Moreover, she has served as mentor to undergraduate researchers. Dr. Myers' scholarship includes four peer-reviewed publications (three as first author), 17 conference presentations, and seven funded grant submissions. Dr. Myers has performed a good deal of service including serving as Chair of numerous university-level committees. It should be noted that Dr. Myers has been nominated for awards in the areas of teaching and service.

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

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date Tenure**
Dr. Jeffrey Anderson	Professor History	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2002)	University of Florida			
Fa 2003 – Sp 2007 Fa 2007 – Sp 2012 Fa 2012 – Sp 2017 Fa 2017 – Sp 2026 Fa 2026 – Present	Middle Georgia College University of Louisiana at Monroe University of Louisiana at Monroe University of Louisiana at Monroe Texas A&M University-Texarkana	Assistant Professor Assistant Professor Associate Professor Professor Professor		

Dr. Anderson's scholarship includes four authored books and numerous articles, book chapters, and presentations. Dr. Anderson has been an award-winning teacher at both universities he has previously served. Dr. Anderson has also performed a wide range of service to the community, his university, and his profession. This includes service as a consultant, guest speaker, community leader, and committee Chair.

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

Name	**Present Rank** **Department**	**Yrs. Towards Tenure*** **Univ.**	**Other Inst.**	**Effective Date Tenure**
Dr. Russell Minton	Professor Biology	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2001)	University of Alabama			
Fa 2003 – Sp 2009 Fa 2009 – Sp 2014	University of Louisiana at Monroe University of Louisiana at Monroe	Assistant Professor Associate Professor		

Fa 2014 – Sp 2018	University of Houston Clear Lake	Associate Professor
Fa 2018 – Sp 2023	Gannon University	Associate Professor
Fa 2013 – Sp 2026	Gannon University	Professor
Fa 2026 – Present	Texas A&M University-Texarkana	Professor

Dr. Minton has been a prolific researcher as evidenced by over 50 peer-reviewed publications and a wealth of conference presentations. He has also actively involved students in his research, and he has been a thesis advisor for numerous students. In addition to this mentoring, Dr. Minton has taught a wide variety of biology courses at each previous institution he has served. Dr. Minton has performed service at the department, college, and university level as well as service to his profession. This includes serving on numerous committees and serving on the editorial board of a scholarly journal.

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

COLLEGE OF ENGINEERING AND COMPUTING				
	Present Rank	**Yrs. Towards Tenure***		**Effective Date**
Name	**Department**	**Univ.**	**Other Inst.**	**Tenure**
Dr. Krishnanand Maillacheruvu	Professor Engineering	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (1993)	University of Iowa			
Fa 1994 – Sp 1997	Polytechnic University (now part of NYU)	Assistant Professor		
Fa 1997 – Sp 2003	Bradley University	Assistant Professor		
Fa 2003 – Sp 2013	Bradley University	Associate Professor (Tenured 2003)		
Fa 2013 – Sp 2026	Bradley University	Professor		
Fa 2026 – Present	Texas A&M University-Texarkana	Professor		

Dr. Maillacheruvu was an award-winning teacher during the 23 years he spent at Bradley University. He has successfully taught a variety of Engineering courses at both the undergraduate and graduate level, with a total of 31 different courses taught. He has also served on numerous thesis and dissertation committees. Dr. Maillacheruvu's scholarship is impressive as indicated by authorship on 27 peer-reviewed articles and two books. It should be noted that Dr. Maillacheruvu was the primary author for 10 of those publications. Furthermore, he has been consistently successful in securing extramural funding. Dr. Maillacheruvu has performed a good deal of College, University, community, and professional service, including serving as a committee Chair in each of those categories of service.

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

COLLEGE OF NURSING, HEALTH, AND HUMAN SERVICES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Michael Olson	Professor Kinesiology and Athletic Training	0	>15	Upon Approval by the Board and Faculty Arrival
Ph.D. (2006)	Louisiana State University			
Fa 2006 – Sp 2012 Fa 2012 – Sp 2019 Fa 2019 – Fa 2024 Fa 2024 – Sp 2026 Fa 2026 – Present	Southern Illinois University Carbondale Southern Illinois University Carbondale Midwestern State University Midwestern State University Texas A&M University-Texarkana		Assistant Professor Associate Professor (Tenured 2012) Associate Professor Professor Professor	

Dr. Olson's scholarship includes 16 peer-reviewed publications (11 as first author) and numerous conference presentations. He has also secured a National Institutes of Health grant and numerous internal grants. Dr. Olson has demonstrated an affinity for mentoring student research and has successfully taught a variety of kinesiology courses throughout his career. Dr. Olson has made significant contributions in the area of service at each of his previous institutions. This includes university, college, and departmental service as well as service to his community and profession.

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

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

Agenda Item No. 8.10-I

TEXAS A&M UNIVERSITY-VICTORIA
Office of the President
09/09/2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Victoria as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

Dr. Christian E. Hardigree
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

TEXAS A&M UNIVERSITY-VICTORIA
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27.01

COLLEGE OF LIBERAL ARTS & SOCIAL SCIENCES

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Aimee D. Shouse	Professor of Government, Legal Studies, and Philosophy	0	20+	Upon Approval by the Board
Ph.D. (1996)	Vanderbilt University			
Fa 1993 – Fa 2003 Fa 2003 – Fa 2009 Fa 2009 – Fa 2017 Fa 2017 – Fa 2021 Fa 2021 – Fa 2026 Fa 2026 – Present	Western Illinois University Western Illinois University Western Illinois University Southwest Minnesota State University Tarleton State University Texas A&M University – Victoria		Assistant Professor (Tenured 1999) Associate Professor Professor Dean Professor and Associate Provost Professor and Associate Provost	

The Department of Social Science and the College of Liberal Arts & Social Sciences recommends tenure upon approval by the Board of Regents at the rank of Professor for Dr. Aimee Shouse. Associate Provost Shouse has a record of teaching, research, and service that spans several institutions. She taught courses in government and political science, while conducting research in said areas. Her record of service ranges from serving as a Chair to Dean to Associate Provost, where she has dedicated her time to faculty affairs, quality of instruction, and professional growth and development. She has been in academia for over 30 years, dedicating herself to education.

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

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Dolores Guerrero	Professor of Social Work	0	24+	Upon Approval by the Board
Ph.D (2007) MSSW (1986) BSW (1982)	University of Houston University of Texas at Arlington University of Texas at Austin			

Fa 1996-Fa 2000	University of Texas -Pan American	Lecturer
Sp 2002-Fa 2008	Texas A&M University-Kingsville	Assistant Professor (Tenure Track)
Sp 2002-Su 2010	Texas A&M University-Kingsville	BSW Program Director
Fa 2008-Present	Texas A&M University-Kingsville	Associate Professor (Tenured)
Su 2009-Su 2010	Texas A&M University-Kingsville	Interim Assistant Dean
Su 2010-Sp 2014	Texas A&M University-Kingsville	Founding Dean
Su 2014-Fa 2016	Texas A&M University-Kingsville	Interim Dean
Fa 2016-Fa 2025	Texas A&M University-Kingsville	Dean; Professor (Tenured)
Fa 2025-Present	Texas A&M University-Victoria	Interim Dean

The Department of Social Science and the College of Liberal Arts & Social Sciences recommends tenure upon approval by the Board of Regents at the rank of Professor for Dr. Dolores Guerrero. Interim Dean Dolores Guerrero is a dedicated educator. She came to academia after working as a social worker in various medical facilities throughout Texas. In her capacity in academia, Dr. Guerrero has shown a deep commitment to her field through her service and teaching efforts, she has had multiple publications and presentations but also served her community and university through her efforts as a leader and administrator. Notably, she had a career at Texas A&M University-Kingsville where she served for many years as Dean. She has a strong record of teaching, research, and service indicative of tenure and promotion..

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

Agenda Item No. 8.10-J

THE TEXAS A&M UNIVERSITY SYSTEM
Office of the Vice Chancellor for Academic Affairs
September 9, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System, in accordance with System Policy *12.01, Academic Freedom, Responsibility and Tenure,* hereby authorizes the granting of tenure to the following faculty members at Texas A&M University-Victoria as set forth in the exhibit, Tenure List No. 27-01."**

Respectfully submitted,

[SIGNED BY]

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

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

TEXAS A&M UNIVERSITY-VICTORIA
BACKGROUND OF FACULTY
RECOMMENDED FOR ACADEMIC TENURE
TENURE LIST NO. 27-01

COLLEGE OF BUSINESS

Name	Present Rank Department	Yrs. Towards Tenure* Univ.	 Other Inst.	Effective Date Tenure
Dr. Christian E. Hardigree	Professor	0	25+	Upon Approval by the Board
Certification (2024) J.D. (1996) B.S. (1993)	Yale University, School of Management Global Executive Leadership Program Mercer University, School of Law University of Nevada, Hotel Administration			
Sp 1997-2001	University of Nevada, Las Vegas (UNLV)	Adjunct		
Sp 2001–Su 2006	University of Nevada, Las Vegas (UNLV)	Assistant Professor (Tenure Track)		
Su 2006–Su 2012	University of Nevada, Las Vegas (UNLV)	Associate Professor (Tenured)		
Su 2007–Su 2008	University of Nevada, Las Vegas (UNLV)	Associate Dean, Strategic Initiatives		
Su 2008–Su 2009	University of Nevada, Las Vegas (UNLV)	Assistant President to the University and President's Chief of Staff		
Su 2009–Su 2010	University of Nevada, Las Vegas (UNLV)	Associate Athletic Director		
Su 2010–Su 2011	University of Nevada, Las Vegas (UNLV)	Department Chair, Hotel Management		
Su 2012–Sp 2019	Kennesaw State University	Founding Director, Michael A. Leven School of Culinary Sustainability & Hospitality; Full Professor (Tenured)		
Sp 2019–Su 2022	Metropolitan State University of Denver	Dean; Full Professor (Tenured)		
Su 2022–Fa 2025	University of South Florida, St. Petersburg	Regional Chancellor for USF St. Petersburg; Full Professor (Tenured)		
Fa 2025–Present	Texas A&M University – Victoria	President		

Dr. Hardigree comes to Texas A&M University-Victoria as President, bringing three decades of higher education leadership and academic experience. She began her career at the University of Nevada, Las Vegas, where she served as a professor and held several administrative roles, including Associate Dean, Assistant President and Chief of Staff, Associate Athletic Director, and Department Chair. She later served as founding director of the Michael Leven School of Hospitality at Kennesaw State University, where she was a tenured full professor in the Michael J. Coles College of Business, Dean of the School of Hospitality at Metropolitan State University of Denver, and Regional Chancellor at the University of South Florida, St. Petersburg, where she also held a tenured full professorship in the Muma College of Business. In fall 2025, Dr. Hardigree assumed the presidency of Texas A&M University-Victoria, bringing extensive experience in academic administration, institutional leadership, and university management.

She has received several teaching and service awards, while compiling a nationally renowned research and scholarly engagement portfolio. She was awarded a Fulbright International Education Administrators grant (France) in 2024.

Prior to her academic career, she spent 22 years as a trial attorney, litigating matters involving more than $100 million in exposure across premises liability, security and safety, products liability, and employment law. Her legal accomplishments include peer nomination to the Academy of Hospitality Industry Attorneys and recognition as a Mountain State Super Lawyer. She also served as a Nevada state-appointed arbitrator and is licensed to practice law in both Nevada and Georgia.

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

Agenda Item No. 8.11

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Bachelor of Science and Bachelor of Applied Arts and Sciences Degree Programs with a Major in Logistics and Supply Chain Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of a new degree program at Tarleton State University (Tarleton) leading to a Bachelor of Science (BS) and Bachelor of Applied Arts and Sciences (BAAS) with a major in Logistics and Supply Chain Management, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

The proposed BS and BAAS in Logistics and Supply Chain Management is a 120-semester credit hour program that prepares students for high-demand careers in logistics and supply chain coordination. The program offers two degree designations, the BS or the BAAS. Graduates of both educational pathways will understand global logistics and supply chain systems and the operational needs of the small and mid-sized businesses that play a critical role in the regional economy. By design graduates of the program will be able to support both large logistics operations and smaller regional businesses that form the backbone of rural economic resilience. A distinctive feature of Tarleton's proposed programs is the emphasis on applied learning and industry engagement. Students gain hands-on experience through case studies, internships, experiential projects, and collaborations with regional businesses. These opportunities allow students to work on real logistics and supply chain challenges faced by organizations in the logistics, manufacturing, and distribution sectors. The proposed BS pathway is geared toward the traditional student, while the BAAS in Logistics and Supply Chain Management is specifically structured to support community college transfer and workforce students in completing their bachelor’s degree efficiently.

A&M System Funding or Other Financial Implications:

Estimated new costs over the first five years are $3,956,331 with estimated five-year revenue of $7,136,450. Student scholarships will be provided at $1,716,201 for the first five years of the programs.

Strategic Plan Driver(s) this Item Advances:

The proposed BS and BAAS align with The Texas A&M University System strategic plan driver 1.2 of student success by preparing students for long term careers in a fast-growing field and helping them meet their education goals and driver 4.2 strengthening workforce and leadership capacity through the program’s numerous courses in the field of management.

Agenda Item No. 8.11

TARLETON STATE UNIVERSITY
Office of the President
August 20, 2026

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

Subject: Approval of a New Bachelor of Science and Bachelor of Applied Arts and Sciences Degree Program with a Major in Logistics and Supply Chain Management and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Bachelor of Science and Bachelor of Applied Arts and Sciences Degree Program with a Major in Logistics and Supply Chain Management.**
>
> **The Board also authorizes submission of Tarleton State University's new degree program request to the Texas Higher Education Coordinating Board for approval and hereby certifies that all applicable criteria of the Coordinating Board have been met."**

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Tarleton State University

Bachelor of Science and Bachelor of Science in Applied Arts and Sciences
with a major in Logistics and Supply Chain Management
(CIP 52.0203.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Marketing, Supply Chain, Data Analytics, & Information Systems**,** College of Business

The proposed Bachelor of Science (BS) and Bachelor of Science in Applied Arts and Sciences (BAAS) in Logistics and Supply Chain Management are 120-semester credit hour programs that prepare students for high-demand careers in logistics, procurement, operations planning, transportation, and global logistics and supply chain coordination. Tarleton State University's (Tarleton) proposed program curriculum will ensure graduates understand both global logistics and supply chain systems and the operational needs of regional industries, including manufacturing, agriculture, and distribution networks. The proposed programs support Tarleton's mission of strengthening regional and rural economic development. Many communities across North and Central Texas rely on agricultural supply chains, regional manufacturing operations, and rural distribution networks that require professionals capable of managing procurement, transportation, and logistics coordination. As such, in addition to preparing students for large logistics and distribution organizations, the curriculum of the proposed program addresses logistics and supply chain challenges faced by agricultural producers, regional manufacturers, and rural distribution networks throughout Texas.

The program will prepare graduates who understand both global logistics and supply chain systems and the operational needs of the small and mid-sized businesses that play a critical role in the regional economy. By design graduates of the programs will be prepared to support both large logistics operations and smaller regional businesses that form the backbone of rural economic resilience. The proposed BAAS in Logistics and Supply Chain Management is specifically structured to support transfer and workforce students in completing their bachelor's degree efficiently. Clearly defined 2+2 articulation agreements and transfer guides aligned with Associate of Applied Science programs will minimize credit loss and streamline degree progression. These programs will be offered in person on the Stephenville campus and with hybrid and 100% online modalities.

The U.S. Bureau of Labor Statistics shows significant projected job growth nationally between 2024 and 2034 for the major job categories program graduates will pursue (Logisticians, Operations Research Analysts, Purchasing Managers, and Transportation, Storage & Distribution Managers) with growth rates ranging from 3% to 21%. Between 2024 and 2034 the Bureau of Labor Statistics projects an employment growth in these areas of over 89,000 positions. These positions provide strong careers pathways for program graduates with median salaries ranging from $80,880 to $148,080 annually.

Educational objectives:

1. Program graduates will analyze and optimize supply chain systems by evaluating structures, flows, and interdependencies using quantitative and data-driven methods.
2. Program graduates will apply forecasting, inventory management, and network optimization techniques to identify inefficiencies, assess risks, and develop evidence-based solutions that improve operational performance, cost efficiency, and responsiveness across supply chains.
3. Program graduates will integrate and manage end-to-end supply chain operations by coordinating procurement, logistics, transportation, and distribution activities across suppliers, organizations, and customers.
4. Program graduates will evaluate trade-offs among cost, service levels, and flexibility, and apply cross-functional decision-making approaches to improve alignment, coordination, and overall supply chain effectiveness.
5. Program graduates will leverage supply chain technologies and communicate strategic decisions effectively by applying ERP systems, analytics tools, and emerging technologies such as artificial intelligence in supply chain contexts.
6. Program graduates will interpret and visualize data, develop professional reports, and communicate complex insights and recommendations clearly to both technical and non-technical stakeholders.

The proposed implementation date is fall 2027.

Tarleton certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs. New costs during the first five years are estimated at $3,956,331.

I. NEED

A. Employment Opportunities

Logistics and Supply Chain Management is a rapidly expanding discipline driven by global disruptions, increasing complexity in sourcing and logistics networks, e-commerce growth, and the demand for resilient and technology-enabled operations. Employers increasingly seek graduates with specialized logistics and supply chain expertise, especially in procurement, logistics management, transportation planning, inventory optimization, and logistics and supply chain analytics.

Bureau of Labor Statistics shows significant projected job growth nationally between 2024 and 2034 for the major job categories program graduates will pursue (Logisticians, Operations Research Analysts, Purchasing Managers, and Transportation, Storage & Distribution Managers) with growth rates ranging from 3% to 21%.

B. Projected Enrollment

Enrollment projections are based on an analysis of existing facilities, faculty, and student survey responses and enrollment trends in related programs. It is anticipated that this program will begin with a cohort of 25 students in year one of the program. The program will have a projected cumulative headcount of 25 students in year one, 64 students in year two, 114 students in year three, 140 students in year four, and 170 students in year five.

C. Existing State Programs

Twelve Texas public universities offer bachelor programs with the CIP code 52.0203.00. These institutions are East Texas A&M University, Sam Houston State University, Texas A&M University, Texas A&M University – Central Texas, Texas Tech University, University of Texas at Arlington, University of Texas at Austin, University of Texas at San Antonio, University of Texas Rio Grande Valley, University of Houston – Downtown, University of North Texas, and University of North Texas at Dallas. None of these universities are within 100 miles of Tarleton's Stephenville campus.

II. QUALITY & RESOURCES

A. Faculty

Six current faculty members will teach in the programs. Two new assistant professor faculty lines will be hired for these programs. One new faculty line will be hired in year one of the programs, and one new faculty line will be hired in year three of the programs.

B. Program Administration

There will be no new administration hired for these programs.

C. Other Personnel

There will be no new personnel hired for these programs.

D. Supplies, Materials

There will be no additional costs for supplies and materials for these programs.

E. Library

Library costs will be $155,000 total for the first five years of the programs.

F. Equipment, Facilities

There will be no new equipment or facilities for these programs.

G. Accreditation

The Dr. Sam Pack College of Business is accredited by Association to Advance Collegiate Schools of Business International. The proposed BS and BAAS will be included within the scope of the College's AACSB accreditation upon implementation. The program will be incorporated into the College's ongoing AACSB assurance-of-learning, faculty qualification, and continuous improvement processes and will be included in the College's next Continuous Improvement Review during the 2027–2028 academic year. No additional program-specific accreditation fees are anticipated.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$2,085,130		Formula Income	$553,145
Program Administration	$0		Board Authorized Tuition	$844,500
Library Resources	$155,000		Faculty Reallocation	$0
Supplies & Materials	$0		Designated Tuition	$1,906,037
Equipment, Facilities	$0		Statutory Tuition	$844,500
Other Student Scholarships	$1,716,201		Required Student Fees	$2,988,269
Accreditation	$0			
Estimated 5-Year Costs	$3,956,331		**Estimated 5-Year Revenues**	$7,136,451

Agenda Item No. 8.12

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

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

Background Information:

The proposed Professional Science Master's (PSM) in Applied Biosciences is a 30-semester credit hour program designed for working professionals and recent graduates seeking to advance into careers in biotechnology, biomedical science, cancer biology, regulatory affairs, and bioinformatics. These fields are among the fastest-growing and highest-paying sectors of Texas and national economies. The PSM model, recognized by the Council of Graduate Schools and the National Professional STEM Master's Association (NPSMA), combines advanced scientific coursework with professional skills training in data science, leadership, and communication. In place of a thesis, students complete a supervised industry internship or an applied project, ensuring direct workforce readiness upon graduation. The program can be completed in two years on a part-time schedule, making it accessible to working professionals statewide. The program will be offered 100% online.

A&M System Funding or Other Financial Implications:

Estimated new costs over the first five years are $792,257, and the estimated five-year funding is $1,416,154. Student scholarship support of $151,000 will be provided in the first five years of the program.

Strategic Plan Driver(s) this Item Advances:

The proposed PSM aligns with The Texas A&M University System strategic plan driver 4.2 in strengthening workforce and leadership capacity through the skill outcome of students learning to lead multidisciplinary teams in bioscience and clinical settings and driver 1.2 in preparing students for careers, leadership, and service as this program prepares students for different occupations and address different workforce needs.

Agenda Item No. 8.12

TARLETON STATE UNIVERSITY
Office of the President
August 21, 2026

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

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

I recommend adoption of the following minute order:

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

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Tarleton State University

Professional Science Master's
with a major in Applied Biosciences
(CIP 26.1201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Biological Sciences**,** College of Science and Mathematics

The proposed Professional Science Master's (PSM) in Applied Biosciences is a 30-semester credit hour program that is designed for working professionals and recent graduates seeking to advance into careers in biotechnology, biomedical science, cancer biology, regulatory affairs, and bioinformatics. These fields are among the fastest-growing and highest-paying sectors of Texas and national economies. The PSM model, recognized by the Council of Graduate Schools and the National Professional STEM Master's Association (NPSMA), combines advanced scientific coursework with professional skills training in data science, leadership, and communication. In place of a thesis, students complete a supervised industry internship or applied project, ensuring direct workforce readiness upon graduation. The program can be completed in two years on a part-time schedule, making it accessible to working professionals statewide. This program will be offered 100% online.

The Bureau of Labor Statistics projects employment of medical scientists to grow 9% from 2024 to 2034, faster than the average for all occupations, with approximately 9,600 openings per year nationally (BLS Occupational Outlook Handbook, 2025). Texas Workforce Commission projections show an even stronger 23% expected growth in medical scientist positions between 2022 and 2032.

Educational objectives:

1. Program graduates will apply advanced biochemistry and molecular biology principles to applied bioscience problems in industrial, clinical, and regulatory settings.
2. Program graduates will explain FDA regulatory pathways and GMP/GLP/GCP compliance requirements applicable to pharmaceutical, biologic, and medical device products.
3. Program graduates will describe the biotechnology product development pipeline from target identification through commercialization.
4. Program graduates will analyze biological datasets using Python, R, and standard bioinformatics pipelines.
5. Program graduates will manage a product development or regulatory compliance project from initiation to completion.
6. Program graduates will communicate scientific findings to both technical and non-technical professional audiences in written and oral formats.
7. Program graduates will lead multidisciplinary teams in bioscience and clinical settings.

The proposed implementation date is fall 2027.

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

I. NEED

A. Employment Opportunities

The Bureau of Labor Statistics projects employment of medical scientists to grow 9% from 2024 to 2034, faster than the average for all occupations, with approximately 9,600 openings per year nationally (BLS Occupational Outlook Handbook, 2025). Texas Workforce Commission projections show an even stronger 23% expected growth in medical scientist positions between 2022 and 2032. Program graduates are prepared for Compliance Officer roles (including Regulatory Affairs Specialists and Quality/Regulatory Compliance Specialists) by the program's Regulatory Affairs & Compliance course and training in FDA pathways, GMP (Good Manufacturing Process), and GLP (Good Laboratory Practice). Compliance Officer positions are expected to grow 3% nationally and 12% in Texas over the next decade with more than 3,500 open positions expected annually in Texas. These positions are well compensated with a median Texas salary of $72,480 annually. Program graduates are prepared for Data Scientist roles (including Biological Data Analysts and Bioinformatics Analysts) by the program's Bioinformatics & Biological Data Analysis and Programming Skills for Data Science courses. Data Scientists positions are in extremely high demand with the number of positions expected to grow 34% nationally and 48% in Texas over the next decade with more than 2,400 open positions expected annually in Texas. Program graduates are prepared for Natural Sciences Manager roles (including Clinical Research Coordinators/Associates and Product Development roles) by gaining applied preparation through the Biotechnology Product Development course, professional skills training, and the required industry practicum. These positions are projected to have strong 4% growth nationally and exceptional 20% growth in Texas over the next decade with more than 730 open positions expected annually in Texas.

B. Projected Enrollment

Enrollment projections are based on an analysis of existing facilities, faculty, and partnerships. It is anticipated that this program will begin with a cohort of 12 students in year one. The program will have a projected cumulative headcount of 12 students in year one, 16 students in year two, 20 students in year three, 24 students in year four, and 28 students in year five.

C. Existing State Programs

Eleven universities and institutions in Texas offer master's programs with the CIP code 26.1201.00. These institutions are Texas A&M University, Texas Tech University, Texas Woman's University, University of Texas at Dallas, University of Texas at San Antonio, University of Texas at Tyler, University of Houston-Clear Lake, University of St. Thomas, Texas Tech University Health Sciences Center, University of Texas Health Science Center at Tyler, and University of Maryland Global Campus-San Antonio. None of these universities are within 100 miles of Tarleton.

II. QUALITY & RESOURCES

A. Faculty

Nine current faculty members will teach in the program. One assistant professor faculty line will be hired in the first year of the program.

B. Program Administration

There will be no new administration hired for this program.

C. Other Personnel

There will be no new personnel hired for this program.

D. Supplies, Materials

Supplies and materials are estimated to be $2,625 over the first five years of the program.

E. Library

There will be no new library costs for this program.

F. Equipment, Facilities

There will be no new equipment or facilities for this program.

G. Accreditation

There will be no new accreditation costs for this program.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$638,632		Formula Income	$505,574
Program Administration	$0		Board Authorized Tuition	$108,600
Library Resources	$0		Faculty Reallocation	$0
Supplies & Materials	$2,625		Designated Tuition	$280,347
Other Student Scholarships	$151,000		Statutory Tuition:	$108,600
Accreditation	$0		Required Student Fees	$413,033
Estimated 5-Year Costs	$792,257		**Estimated 5-Year Revenues**	$1,416,154

Agenda Item No. 8.13

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Doctor of Business Administration Degree Program with a Major in Entrepreneurship and Community Resilience and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of a new degree program at Tarleton State University (Tarleton) leading to a Doctor of Business Administration (DBA) with a major in Entrepreneurship and Community Resilience, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

The proposed DBA in Entrepreneurship and Community Resilience is a 48-semester credit hour program that is uniquely designed to serve the economic and workforce needs of Texas, particularly rural and regional communities. The program will integrate entrepreneurship, applied business research, and community resilience within a practitioner–scholar model in a manner found in few other doctoral programs. This rigorous, interdisciplinary approach will prepare graduates to face the complex issues facing modern communities and organizations. This program will have a hybrid modality. The aim of Tarleton's proposed DBA is to prepare executive leaders who can develop, analyze, interpret and apply rigorous data analysis and research methods to address complex organizational, market and economic problems. This approach is distinct from Master of Business Administration programs that focus on developing cross-functional team leaders and managers. It is also distinct from traditional doctorate programs whose focus is primarily on academic preparation.

A&M System Funding or Other Financial Implications:

Estimated new costs over the first five years are $4,638,032, and the estimated five-year funding is $6,373,286. There will be $120,000 provided in student scholarships for the first five years of the program.

Strategic Plan Driver(s) this Item Advances:

The proposed DBA aligns with The Texas A&M University System strategic plan driver 2.3 strengthening research, talent, and commercialization readiness by through the program outcomes of conducting and applying rigorous, practice-based research by designing, executing, and translating applied research that addresses complex challenges in entrepreneurship, small business, and community resilience.

Agenda Item No. 8.13

TARLETON STATE UNIVERSITY
Office of the President
August 17, 2026

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

Subject: Approval of a New Doctor of Business Administration Degree Program with a Major in Entrepreneurship and Community Resilience and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Tarleton State University leading to a Doctor of Business Administration Degree Program with a Major in Entrepreneurship and Community Resilience.

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

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

System General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

[SIGNED BY]

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

Tarleton State University

Doctor of Business Administration
with a major in Entrepreneurship and Community Resilience
(CIP 52.0201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Management**,** Dr. Sam Pack College of Business

The proposed Doctor of Business Administration (DBA) in Entrepreneurship and Community Resilience is a 48-semester credit hour program that is uniquely designed to serve the economic and workforce needs of Texas, particularly rural and regional communities. The program will integrate entrepreneurship, applied business research, and community resilience within a practitioner–scholar model in a manner found in few other doctoral programs. This rigorous, interdisciplinary approach will prepare graduates to face the complex issues facing modern communities and organizations. This program will have a hybrid modality.

The aim of Tarleton State University's (Tarleton) proposed DBA is to prepare executive leaders who can develop, analyze, interpret and apply rigorous data analysis and research methods to address complex organizational, market and economic problems. This approach is distinct from Master of Business Administration programs who focus on developing cross-functional team leaders and managers. It is also distinct from traditional doctorate programs whose focus is primarily on academic preparation.

Tarleton commissioned a comprehensive academic program assessment from Hanover Research (Hanover) to evaluate the demand for doctoral programs in business administration in Texas and the Southwest region. The study found strong and growing demand for advanced business education, noting that doctoral degree completions in business administration–related fields in Texas increased by an average annual rate of 14.7% between 2018 and 2022. In addition, Hanover noted that labor market projections indicate continued growth in business administration–related occupations in Texas, with employment expected to increase from approximately 569,337 positions in 2023 to 653,263 positions by 2033, reflecting strong demand for advanced leadership, management, and entrepreneurial expertise. The U.S. Bureau of Labor Statistics' national employment projections show similar continued growth in related management and postsecondary teaching employment areas with a projected national increase of more than 240,000 positions by 2033. Employment trends in Texas are equally robust with a projected increase of over 100,000 positions by 2033.

Educational objectives:

1. Program graduates will conduct rigorous applied research that addresses organizational and community problems.
2. Program graduates will translate quantitative and qualitative evidence into strategic decisions.
3. Program graduates will design entrepreneurial and regional development initiatives that strengthen resilience.

4. Program graduates will communicate findings to academic, business, and public audiences.
5. Program graduates will lead innovation as executives, consultants, or doctoral-qualified faculty, advancing economic opportunity across Texas.

The proposed implementation date is fall 2028.

Tarleton certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs. New program costs are estimated at $4,638,032, for the first five years.

I. NEED

A. Employment Opportunities

Tarleton commissioned a comprehensive academic program assessment from Hanover Research to evaluate the demand for doctoral programs in business administration in Texas and the Southwest region. The study found strong and growing demand for advanced business education, noting that doctoral degree completions in business administration–related fields in Texas increased by an average annual rate of 14.7 percent between 2018 and 2022. In addition, Hanover noted that labor market projections indicate continued growth in business administration–related occupations in Texas, with employment expected to increase from approximately 569,337 positions in 2023 to 653,263 positions by 2033, reflecting strong demand for advanced leadership, management, and entrepreneurial expertise. The Bureau of Labor Statistics' national employment projections show similar continued growth in related management and postsecondary teaching employment areas with a projected National increase of over 240,000 positions by 2033. Employment trends in Texas are equally robust with a projected increase of over 100,000 positions by 2033.

B. Projected Enrollment

Enrollment projections are based on an analysis of existing facilities, faculty, and clinical partnerships. It is anticipated that this program will begin with a cohort of four students in the first year of the program. The program will have a projected cumulative headcount of 10 students in year two, 17 students in year three, 24 students in year four, and 30 students in year five.

C. Existing State Programs

Ten universities and institutions in Texas offer doctoral programs with the CIP code 52.0201.00 under the program titles Business Administration, Management, and Leadership. These institutions are Prairie View A&M University, Texas A&M University, University of Dallas, Texas State University, Texas Tech University, University of Texas at Arlington, University of Incarnate Word, University of Texas at El Paso, University of Texas Rio Grande Valley, and University of Houston. None of the universities are within 100 miles of the Tarleton.

II. QUALITY & RESOURCES

A. Faculty

Ten existing faculty will teach in the program. One associate professor will be hired a year before the program implementation date. One assistant professor will be hired during year two of the program.

B. Program Administration

There will be no new administration hired for this program.

C. Other Personnel

There will be no new personnel hired for this program.

D. Supplies, Materials

Supplies and materials will cost a total of $362,500 over the first five years of the program. This will cover costs for office administration and student events (orientation, research symposia, etc.).

E. Library

There will be no new library costs for this program.

F. Equipment, Facilities

There will be no new equipment or facilities for this program.

G. Accreditation

The Dr. Sam Pack College of Business is accredited by AACSB International. The proposed DBA will be included within the scope of the College's AACSB accreditation upon implementation. The program will be incorporated into the College's ongoing AACSB assurance-of-learning, faculty qualification, and continuous improvement processes and will be included in the College's next Continuous Improvement Review during the 2027–2028 academic year. No additional program-specific accreditation fees are anticipated.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$4,155,532		Formula Income	$1,165,261
Program Administration	$0		Statutory Tuition	$69,000
Library Resources	$0		Faculty Reallocation	$1,943,769
Supplies & Materials	$362,500		Designated Tuition	$2,862,000
Other Student Scholarships	$120,000		Board Authorized Tuition	$69,000
Accreditation	$0		Required Student Fees	$264,256
Equipment & Facilities	$0			
Estimated 5-Year Costs	$4,638,032		**Estimated 5-Year Revenues**	$6,373,286

Agenda Item No. 8.14

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at Texas A&M University-Kingsville (Texas A&M-Kingsville) leading to a Bachelor of Science (BS) in Conservation Law Enforcement, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

Texas A&M-Kingsville is seeking approval to offer a BS degree in Conservation Law Enforcement. The program is strategically positioned to leverage and address the unique labor market needs of Texas' private lands hunting heritage and rich wildlife resources. As Texas continues to increase in human population size, users of natural resources with varying interests and the valuable hunting resources in the state will need increasing protection by knowledgeable law enforcement professionals. Texas A&M-Kingsville 's program will offer a multi-disciplinary curriculum that is directly aligned with the needs of both wildlife and human users of natural resources on both private and public lands.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the B.S. in Conservation Law Enforcement. No new faculty members are required for this program, and no new costs will be incurred.

Strategic Plan Drivers(s) this Item Advances:

The proposed BS in Conservation Law Enforcement aligns with The Texas A&M University System strategic plan driver of impact 1 by improving access to and impact of education to achieve personal goals and develop strong leaders of character.

Agenda Item No. 8.14

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
August 27, 2026

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

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

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Kingsville leading to a Bachelor of Science in Conservation Law Enforcement.

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

Respectfully submitted,

[SIGNED BY]

Dr. Robert Vela
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Kingsville

Bachelor of Science
with a major in Conservation Law Enforcement
(CIP 03.0208.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Rangeland and Wildlife Sciences, College of Agriculture and Natural Resources

Texas A&M University-Kingsville (Texas A&M-Kingsville) is proposing a new Bachelor of Science (BS) in Conservation Law Enforcement. The program is strategically positioned to leverage and address the unique labor market needs of Texas private lands hunting heritage and rich wildlife resources. As Texas continues to increase in human population size, users of natural resources with varying interests and the valuable hunting resources in the state will need increasing protection by knowledgeable law enforcement professionals. Texas A&M-Kingsville's program will offer a multi-disciplinary curriculum that is directly aligned with the needs of both wildlife and human users of natural resources on both private and public lands.

Texas A&M-Kingsville will provide Conservation Law Enforcement students with hands-on and cooperative educational experiences through courses and internships. The program will leverage existing relationships with local law enforcement agencies and wildlife and natural resources agencies to provide students with networking opportunities, enhancing their educational journey and employability. This cross-disciplinary program will allow students to focus on both critical areas of natural resources and law enforcement issues to be well-versed in both areas.

Currently, there is no special degree required to become a game warden in the state of Texas. Texas A&M-Kingsville's BS in Conservation Law Enforcement will incorporate a multi-disciplinary approach, blending both natural resources fundamentals with law enforcement problem-solving, leadership, and ethical considerations. By combining curricula within the Rangeland & Wildlife Sciences and Criminal Justice programs, Texas A&M-Kingsville will graduate professionals who are thoroughly qualified to step into the forefront of the Conservation Law Enforcement domain. Each year, 30 to 40% of the incoming freshmen in the Department of Rangeland and Wildlife Sciences list game warden as their chosen career path, however, our current degree does not provide a well-rounded education that fully prepares students for a game warden career.

Student Learning Outcomes

1. Apply the knowledge, techniques, skills, and tools of the wildlife and criminal justice fields
2. Identify, analyze, and solve broadly-defined problems in the human/wildlife interface
3. Apply skills in communication (written and oral, personal and public) that allows for effective interactions with the public
4. Understand and commit to professional and ethical responsibilities including a respect for the citizens of Texas and beyond
5. Commit to continuous improvement by engaging in lifelong learning
6. Recognize the role and impact of game wardens in local societies

The program will require students to complete 120 semester credit hours (SCH). The major field of study will consist of 6 SCH of lower-level Range and Wildlife Science (RWSC) courses, 15 SCH of lower-level Criminal Justice (CRIJ) courses, 21 to 27 SCH of upper-level RWSC courses, and 6 to 12 SCH of upper-level CRIJ courses.

The proposed implementation date is fall 2027.

Texas A&M-Kingsville certifies that the proposed new degree program meets the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and costs.

I. NEED

A. Employment Opportunities

Texas Parks and Wildlife typically holds an Academy for prospective game wardens each year and accepts about 50 to 55 people to participate. In addition, federal agencies (i.e., United States Fish and Wildlife Service, Forest Service, Bureau of lands Management, and National Parks Service) hire law enforcement officers. Graduates of the proposed program will be eligible for these positions. Texas A&M-Kingsville is uniquely located in the heart of southern Texas hunting culture where game wardens are essential community members. In addition, Texas A&M-Kingsville is on the Texas Gulf Coast where game wardens are needed to patrol fresh and salt water to monitor fishing and boating activity. Also, South Texas is a sought-after location by college students for spring break activities, and game wardens are asked to assist local authorities in monitoring spring break activities. Tailoring a BS degree to the skills, knowledge, and abilities of conservation law enforcement officers, positions Texas A&M-Kingsville as a key educator and innovator in shaping the future protection of our natural resources.

B. Projected Enrollment

Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Students Returning from Previous Year		9	23	32	45
New Students	10	15	20	25	30
Total Number of Students	10	24	41	57	75
Attrition Following Current Year	1	1	2	2	3
Graduates During Current Year	0	2	7	10	15

C. Existing State Programs

There is one similar program offered by Texas Tech University. Their program in Conservation Law Enforcement is an Applied Associate (AA) to BS joint program with South Plains College in which students first earn an AA degree in Criminal Justice at South Plains College and then complete the third and fourth years at Texas Tech University in the Department of Natural Resources Management.

II. QUALITY & RESOURCES

A. Faculty

No new courses are being developed for this degree. It relies on current coursework with support from existing programs. Faculty in the Department of Rangeland and Wildlife Sciences and the School of Social and Behavioral Sciences will provide all teaching and administrative needs of this new, multidisciplinary degree. No new faculty will be required for this degree program.

B. Program Administration

The BS in Conservation Law Enforcement will be administered in the Department of Rangeland and Wildlife Sciences within the College of Agriculture and Natural Resources with no additional administrative costs anticipated.

C. Other Personnel

No additional personnel are needed to support the program.

D. Supplies, Materials

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

E. Library

The library currently has access to an extensive range of wildlife and criminology literature to support the program's needs. This includes subscriptions to databases such as AGRICOLA, Agriculture Collection: Gale Onefile, Agriculture and Environmental Science Collection, BioOne Complete, and Natural Science Collection: ProQuest SciTech Premium Collection. No additional library resources are needed.

F. Equipment and Facilities

Courses will utilize current classrooms, laboratories, and properties managed by Texas A&M-Kingsville.

G. Accreditation

No professional accreditation is available.

III. NEW FIVE-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$0		Formula Income	$386,425
Program Administration	$0		Non-Formula Tuition	$1,063,152
Graduate Assistants	$0		Course Fees	$984,285
Supplies & Materials	$0			
Library & IT Resources	$0			
Equipment, Facilities	$0			
Estimated 5-Year Costs	$0		**Estimated 5-Year Revenues**	$2,433,862

Agenda Item No. 8.15

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at Texas A&M University-Kingsville (Texas A&M-Kingsville) leading to a Bachelor of Science (B.S.) in Outdoor Enterprise Management, authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

Texas A&M-Kingsville is seeking approval to offer a B.S. degree in Outdoor Enterprise Management. This proposed degree program is designed for students destined for careers in natural resource-based businesses. Developed in response to the needs of landowners and managers in South Texas and beyond, this program integrates principles from wildlife science, rangeland ecology, hospitality services, business strategies, and communication to provide students with a comprehensive understanding of how to operate and manage private or commercial properties focused on natural resource use.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the B.S. in Outdoor Enterprise Management. One new full-time faculty member will be added prior to the start of the program. The estimated additional costs for the first five years are $576,183.

Strategic Plan Driver(s) this Item Advances:

The proposed B.S. in Outdoor Enterprise Management aligns with The Texas A&M University System strategic plan driver of impact 1: student success, by improving access to and impact of education to achieve personal goals and strong leaders of character. The new program will support objectives 1.2 prepare students for careers, leadership, and service and 1.3 modernize educational experience to support student goals.

Agenda Item No. 8.15

TEXAS A&M UNIVERSITY-KINGSVILLE
Office of the President
August 27, 2026

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

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

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Kingsville leading to a Bachelor of Science in Outdoor Enterprise Management.

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

Respectfully submitted,

[SIGNED BY]

Robert H. Vela, Jr.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved For Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Kingsville

Bachelor of Science
with a major in Outdoor Enterprise Management
(CIP 03.0207.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: Department of Rangeland and Wildlife Sciences within the College of Agriculture and Natural Resources

The Department of Rangeland and Wildlife Sciences at Texas A&M University-Kingsville (Texas A&M-Kingsville) is proposing a Bachelor of Science (BS) in Outdoor Enterprise Management. This proposed degree program is designed for students destined for careers in natural resource-based businesses. Developed in response to the needs of landowners and managers in South Texas and beyond, this program integrates principles from wildlife science, rangeland ecology, hospitality services, business strategies, and communication to provide students with a comprehensive understanding of how to operate and manage private or commercial properties focused on natural resource use. Students will be instructed through an interdisciplinary curriculum that combines classroom instruction and experiential learning opportunities through internships at hunting and ranching operations. The internships will be structured to reflect the annual cycle of a typical wildlife-focused operation, allowing students to gain hands-on experience and training in the day-to-day tasks of these operations. As a result, graduates will be well-prepared to launch, manage, or advise wildlife ranches and related outdoor enterprises.

Texas A&M-Kingsville is strategically positioned to deliver this program and to address unique labor market needs. Outdoor enterprise-based businesses are located all over the world and are especially prominent in Texas and more specifically in South Texas. Texas land is 95% privately owned, with 81% rural working lands totaling 139 million acres. In the region, ranches are increasingly maintained for hunting and wildlife recreation, with livestock objectives secondary, declining, or absent. Yet, university programs preparing students to work in these interdisciplinary arenas are lacking. This program will provide unique curricula that directly aligns with the skills needed to succeed in outdoor enterprises and thus address the labor market needs of Texas and beyond.

Student Learning Outcomes

1. Apply the knowledge, techniques, skills, and tools of the wildlife, hospitality, and business fields
2. Apply skills in communication (written and oral, personal and public) that allows for effective interactions with potential clientele
3. Commit to continuous improvement by engaging in lifelong learning
4. Understand and commit to professional and ethical responsibilities including respect for the clientele being served

The program will require students to complete 120 semester credit hours (SCH). The major field of study will consist of 12 SCH of lower-level courses, 57 SCH of upper-level required courses.

The proposed implementation date is fall 2027.

Texas A&M-Kingsville certifies that the proposed new degree program the criteria under 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards, and new costs during the first five years are estimated to be $576,183.

I. NEED

A. Employment Opportunities

Texas A&M-Kingsville is strategically positioned to deliver this program and to address the unique labor market needs of South Texas and, more broadly, Texas. In the region, ranches are increasingly maintained for hunting and wildlife recreation, with livestock objectives secondary, declining, or absent. South Texas in particular hosts significant acreage of working ranchlands, many of which are maintained and operated as businesses for hunting and wildlife recreation. These ranches have significant demand for graduates trained In the Interdisciplinary curricula offered through the proposed program. Further, Texas A&M-Kingsville's location offers a unique opportunity to develop relevant internships with local ranch managers. These partnerships will create pipelines for graduates from the program into natural resource enterprise positions and thus support the labor market of South Texas.

B. Projected Enrollment

Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Students Returning from Previous Year	0	8	21	30	35
New Students	10	20	22	24	24
Total Number of Students	10	28	43	54	59
Attrition Following Current Year	0	2	3	3	5
Graduates During Current Year	0	0	4	10	14

C. Existing State Programs

There is one public university in Texas offering a similar program (CIP 03.0601.00): Texas A&M University.

II. QUALITY & RESOURCES

A. Faculty

One new faculty member will be hired prior to the start of the program to teach major courses and oversee the internship program. Six current faculty within the College of Agriculture and Natural Resources will also dedicate part-time effort towards this program.

B. Program Administration

The B.S. in Outdoor Enterprise Management will be administered in the Department of Rangeland and Wildlife Sciences within the College of Agriculture and Natural Resources with no additional administrative costs anticipated.

C. Other Personnel

No additional personnel will be required to manage the program.

D. Supplies, Materials

A total of $65,00 will be needed for supplies and materials, with $17,000 during the first year and an additional $12,000 for each of the following four years of the program. This includes supplies, travel costs for the internship coordinator, and laboratory item upkeep.

E. Library

The library currently has access to an extensive range of wildlife and other related literature to support the new program. This includes subscriptions to databases such as AGRICOLA, Agriculture Collection: Gale Onefile, Agriculture and Environmental Science Collection, BioOne Complete, and Natural Science Collection: ProQuest SciTech Premium Collection. No additional library acquisitions are required to start the new program.

F. Equipment and Facilities

Courses will utilize current classrooms and laboratories. $60,000 has been allocated in the first year for a truck for the internship coordinator to travel to ranches for recruitment of ranches into the program and monitoring of students while in internships.

G. Accreditation

There is no professional accreditation for the discipline.

III. NEW FIVE-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$451,183		Formula Income	$357,759
Program Administration	$0		Non-Formula Tuition	$996,384
Graduate Assistants	$0		Required Fees	$922,470
Supplies & Materials	$65,000			
Library & IT Resources	$0			
Equipment, Facilities	$60,000			
Estimated 5-Year Costs	$576,183		**Estimated 5-Year Revenues**	$2,276,613

AGENDA ITEM BRIEFING

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

Subject: Approval of a New Doctor of Philosophy Degree Program in Integrative Genetics and Genomics and Authorization to Request Approval from the Texas Higher Education Coordinating Board

Proposed Board Action:

Approve the establishment of a new degree program at Texas A&M University-San Antonio (A&M-San Antonio) leading to a Doctor of Philosophy (Ph.D.) in Integrative Genetics and Genomics (INGG), authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

The proposed Ph.D. in INGG is an interdisciplinary doctoral program that integrates genetics, genomics, bioinformatics, and computational biology to prepare graduates for research and leadership careers in biotechnology, healthcare, agriculture, environmental science, and academia. The program expands A&M-San Antonio's degree offerings by establishing its first doctoral program in the life sciences and supports the university's strategic goal of increasing graduate education and research capacity. It also addresses the growing demand for highly trained genomics professionals while leveraging the university's existing interdisciplinary faculty expertise and research strengths.

A&M System Funding or Other Financial Implications:

The total new costs for the proposed program are $2.5 million, 78% of which is financial support for the Ph.D. students, including $ 1,984,000 to support Graduate Assistants over the first five years of the program, and $25,000 to support travel costs for students to attend and present at conferences. The program will benefit from new state-of-the-art facilities and equipment. The remainder of costs will cover a new graduate program coordinator staff position, a current computational support scientist, and 25% effort for two faculty Program Directors to initiate, grow and oversee the program. Minor costs are library and instructional technology and travel stipends for the students. Formula funding, tuition, and fees will recover 55% of costs, and recovering adjunct faculty expenses via student teaching assistantships will recoup an additional 12% leaving total outstanding program costs at $827,961. A&M-San Antonio is committing a total of $1.5 million across the initial five years toward student financial support through teaching and research assistantships. Funding for the remaining research assistantships is expected to be supported by external independent and training grants, depending on student enrollment. The program faculty have successful records of grant funding and research mentoring.

Strategic Plan Driver(s) this Item Advances:

The Ph.D. in INGG supports the following The Texas A&M University System (System) Strategic Plan Drivers: Driver 2: Research and Innovation, Driver 4: Mission Enablement, Driver 3: Community Advancement, and Driver 1: Student Success. Driver 2 is supported as the program will focus on growth of its robust and targeted research portfolio. Driver 4, as the unique program, is at one of the newest member institutions seeking to obtain Emerging Research Status and the program targets the escalating field of genome sciences. The new program supports Driver 3, Community Advancement, as it will prepare students to respond to the rising health needs of the people of Texas and beyond in a specialized field that has seen a market growth rate of ~25%. This program will address these strategic plan drivers while remaining affordable and accessible (Driver 1) to students by providing competitive research and teaching assistantships and overall cost structure that is significantly lower than surrounding institutions. Global recruitment and a holistic admissions strategy will enable qualified students to pursue their ambitions with a high retention rate.

Agenda Item No. 8.16

TEXAS A&M UNIVERSITY-SAN ANTONIO
Office of the President
August 27, 2026

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

Subject: Approval of a New Doctor of Philosophy Degree Program in Integrative Genetics and Genomics and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

"The Board of Regents approves the establishment of a new degree program at Texas A&M University San Antonio leading to a Doctor of Philosophy degree in Integrative Genetics and Genomics.

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

Respectfully submitted,

[SIGNED BY]

Salvador Hector Ochoa, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-San Antonio
Doctor of Philosophy
in Integrative Genetics and Genomics
(CIP 26.0801)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Arts and Sciences

Texas A&M University-San Antonio (A&M-San Antonio) has been transforming lives in South and Central Texas since 2009 by making high-quality education more accessible. The proposed Doctor of Philosophy (Ph.D.) in Integrative Genetics and Genomics (INGG) aims to meet the regional, national, and international need for trained professionals in genomic sciences. This unique program will bridge traditional training in biology with advanced and current training in various aspects of biotechnology to create graduates who are able to navigate the life sciences in the context of bioinformatics and artificial intelligence. Furthermore, this new program will take advantage of the wide breadth of expertise available across multiple programs and departments at A&M-San Antonio and will offer two tracks. The Public Health Genetics and Genomics track will focus on population level epidemiology, human health, and clinical diagnostics and interventions. The Ecology, Evolution, and Environmental Genetics track will focus on using genomics tools and approaches to understand, manage, and conserve biological systems across multiple contexts and settings.

The educational objective of the proposed program is to train and develop scientists who can combine expertise at the bench or in the field/clinic with the ability to generate and analyze large data sets using complex bioinformatic and computational tools. Each track has specialized courses that are designed to provide students with guided experiences to expand upon these skill sets as they work on their specific research projects. Graduates will be well-equipped to thrive in the dynamic, evolving fields of biotechnology, pharmaceuticals, and healthcare. Likewise, they will be fully prepared to secure impactful roles in conservation organizations, research institutions, government agencies, biodiversity data centers, and academia. The end goal of this program is to prepare graduates for the modern and rapidly evolving landscape in genetics and genomics sciences.

The curriculum was created by using several diverse inputs including sampling of other successful graduate programs, detailed regional and national market analysis, and employment of recent graduates in the field. The curriculum integrates training in advanced molecular research techniques with current computational methods to generate doctoral level scientists that can bridge the gaps between theoretical and applied sciences. The program requires completion of 72 semester credit hours (SCH), which includes 27 SCH of required core and elective coursework and 45 SCH of research coursework. The program can be completed in four years, thus allowing for rapid integration of new graduates into the workforce. An accelerated program is available to students entering with a relevant Master's degree.

The proposed implementation date is fall 2028.

Texas A&M University San Antonio certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.146 regarding need, quality, financial and faculty resources, standards and costs. The estimated new costs for the program's first five years are $2,533,470.

I. NEED

A. Employment Opportunities

The proposed Ph.D. in INGG is designed to address the rapidly growing demand for professionals with expertise in genetics, genomics, bioinformatics, and data science. Driven by advances in precision medicine, biotechnology, agriculture, and environmental genomics, the U.S. genomics market is projected to grow from $44.7 billion in 2025 to $162 billion by 2034, representing an annual growth rate of 15.4%. Correspondingly, labor market analyses project genomics-related occupations in Texas to increase by 25% between 2025 and 2035, outpacing both the Southwest (23%) and the national average (13.3%), with an estimated 25,446 annual job openings across related occupations in the state.

Regional employment opportunities are supported by San Antonio's expanding bioscience and healthcare sector, including organizations such as Texas Biomedical Research Institute, BioBridge Global, Brooke Army Medical Center, San Antonio Military Medical Center, University Health, and the Texas A&M University College of Medicine. At the state and national levels, graduates will be uniquely competitive for positions with agencies such as the USDA, EPA, U.S. Fish and Wildlife Service, and Texas Commission on Environmental Quality, as well as private-sector employers including Illumina, Oxford Nanopore Technologies, Bayer, and Corteva. Additional career opportunities exist at research institutions and biodiversity centers such as the Smithsonian Institution and the Global Biodiversity Information Facility. By integrating advanced molecular genetics with computational genomics and data analytics, program will produce graduates equipped to meet the evolving workforce needs of industry, government, healthcare, and research while strengthening the pipeline of highly trained genomics professionals in Texas and beyond.

B. Projected Enrollment

The projected five-year enrollment is calibrated to the existing faculty funding capacity and start-up of what will be the first PhD training program in the life sciences at the institution. Five new full-time students per year are anticipated with a 20% attrition rate, which is much lower than the national rate for PhD programs in life sciences. In total, the cumulative headcount will be 21 students by the program's fifth year.

C. Existing State Programs

Several doctoral programs in Texas provide training in genetics and genomics, although each has a distinct disciplinary emphasis. These programs are fairly differentiated, with some programs leaning into organismal breadth (plants, microbes, agricultural species, companion animals) while others emphasize biomedical or quantitative laboratory pathways like toxicology, cell biology, neuroscience, and structural biology, and one is dedicated to applied health relevance connecting genetics to medicine. The programs that follow were selected for comparison based on their curricula, workforce preparation,

institutional missions, and research foci, and collectively represent the most relevant peers for the proposed program.

- The Ph.D. in Human Genetics at the University of Texas Rio Grande Valley**,** established in 2021, focuses on applying human genetics to medicine, spanning molecular genetics, genomics, and computational analysis. Located at an R1 institution serving the South Texas border region, the program emphasizes biomedical research and workforce development in human health.

- The Interdisciplinary Ph.D. in Genetics and Genomics at Texas A&M University is a long-standing, broad-based doctoral program with organismal breadth that offers training in fundamental and applied genetic research. Students can select from several concentrations in biosciences with one being in molecular genetics, genomics, and quantitative biology. Located at an R1 institution, the program attracts students from across Texas, the U.S., and internationally.

- The Ph.D. in Biomedical Sciences at the University of North Texas Health Science Center offers multiple areas of specialization, including medical genetics, pharmacogenetics, and forensic genetics. Located within the Dallas–Fort Worth metropolitan area, the program is designed primarily to support biomedical research and healthcare applications through specialized training in human health sciences. As testament to this growing workforce need, the new program graduated 15 students in 2024.

While these programs provide strong doctoral training within their respective areas, the proposed INGG Ph.D. at A&M–San Antonio occupies a distinct niche by integrating public health, environmental, evolutionary, agricultural, and computational genomics within a single interdisciplinary program. This structure reflects the increasingly interconnected nature of modern genomic research and will prepare graduates to address complex biological challenges across multiple sectors.

II. QUALITY & RESOURCES

A. Faculty

The program's doctoral faculty comprises 12 experts from the College of Arts and Sciences who generated $9.9 million in funding and produced 170 scholarly works in the past five years. With over 750 career publications in top-tier journals, this distinguished faculty provides the opportunities and mentorship necessary for doctoral students to achieve their professional goals.

B. Program Administration

The program will include two Co-Directors (0.25 FTE each), who will be responsible for developing and implementing recruitment, admissions, and advising together with oversight of the curriculum, academic policies and student progress. They will also build and coordinate industry residencies within the San Antonio biotech corridor, ensuring students are funded and career-ready upon graduation. The Co-Directors will work with

the Graduate Program Coordinator to develop policies for PhD program administration and assessment as well as student support and professional development.

The program will have a dedicated full-time Graduate Program Coordinator (1.0 FTE) to manage the unique administrative milestones of a doctoral program. The Program Coordinator ensures compliance with THECB "Time-to-Degree" reporting and manages the complex credit-transfer logistics for the internal MS-to-PhD pipeline. The coordinator will be a part of the College of Graduate Studies with 0.5 FTE shared cost and will be responsible for building and shaping policies for student applications, interviews and IDPs as well as coordination of dissertation cataloging and distribution.

The program will coordinate with the Office of Research and Sponsored Programs to provide support in the areas of professional and grant development. Students will have opportunities to participate in federal fellowship workshops (NSF/NIH) and professional development seminars to build professional skills and networks.

C. Other Personnel

Other personnel that will support the program include a Bioinformatics & Computational Support Scientist (0.25 FTE). While the university provides High-Performance Computing (HPC) hardware, there is currently no domain-specific support for genomics. This role will serve as the critical interface between existing HPC infrastructure and the specialized requirements of the doctoral program. The specialist will facilitate system access, guide new users, manage custom software stacks, and troubleshoot advanced bioinformatics pipelines.

D. Supplies, Materials

The program will require $10,000 annually for recruiting and admissions materials, poster printing, etc.

E. Library

Library resources include a dedicated subject liaison. Subscription databases and journals that are relevant to and required by the proposed PhD program are anticipated at start-up costs of $17,022, with a continuing annual cost of $9,987.

F. Equipment, Facilities

Facilities and equipment to support this program are in place at A&M-San Antonio.

G. Accreditation

The proposed PhD is a non-accrediting terminal degree.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$60,000		Formula Income	$834,006
Program Administration	$357,500		Statutory Tuition	$ 57,600
Graduate Assistants	$ 1,984,000		Reallocation	$ 312,000
Supplies & Materials	$50,000		Designated Tuition	$277,641
Library & IT Resources	$56,970		Other Funding: TAMUSA commitments	$1,500,000
Equipment, Facilities	0		Required fees	$225,162
Other (Student travel)	$25,000			
Estimated 5-Year Costs	**$ 2,533,470**		**Estimated 5-year Revenues**	**$ 3,205,509**

Agenda Item No. 8.17

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at Texas A&M University-Texarkana (A&M-Texarkana) leading to a Master of Athletic Training (MAT) with a Major in Athletic Training**,** authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

A&M-Texarkana is seeking approval to offer an MAT in Athletic Training. The proposed program is designed to prepare students for rewarding careers specializing in the prevention, evaluation, treatment, and rehabilitation of sports and activity-related injuries. This rigorous, hands-on program integrates advanced coursework in anatomy, physiology, and clinical practice with immersive field experiences across various athletic and medical settings. Students work alongside certified athletic trainers, physicians, and other healthcare providers, gaining skills needed to deliver quality patient care and meet national certification standards. Graduates are prepared to sit for the Board of Certification for the Athletic Trainer exam and excel in roles within schools, universities, professional sports, clinics, and hospitals.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the MAT program. The proposed program will utilize existing administrative staff and hire an associate/full professor program director, assistant professor clinical education coordinator, and a lecturer in year one. The proposed degree program costs in the first five years are estimated to be $3,460,000.

Strategic Plan Drivers(s) this Item Advances:

The proposed program aligns with The Texas A&M University System strategic plan driver of Impact 1 by preparing students for long term careers in a fast-growing field.

Agenda Item No. 8.17

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
August 26, 2026

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

Subject: Approval of a New Master of Athletic Training with a Major in Athletic Training and Authorization to Request Approval from the Texas Higher Education Coordinating Board

I recommend adoption of the following minute order:

"The Board of Regents of The Texas A&M University System approves the establishment of a new degree program at Texas A&M University-Texarkana leading to a Master of Athletic Training.

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

Respectfully submitted,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University - Texarkana

Master of Athletic Training
with a major in Athletic Training
(CIP 51.0913.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

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

The Master of Athletic Training (MAT) program provides an integrated course of study that combines foundational and advanced instruction in human anatomy, physiology, injury prevention, clinical assessment, treatment, and rehabilitation. The program emphasizes applied learning through supervised clinical experiences in a variety of healthcare and athletic environments, allowing students to connect classroom knowledge with professional practice. Through this combination of academic and clinical preparation, students develop the knowledge and skills necessary for comprehensive athletic training practice.

The educational objectives (program learning outcomes) of the proposed program include the following:

Program Learning Outcomes:

1. Analyze athletic injuries and illnesses in various populations using current evidence-based clinical assessment techniques.
2. Design and implement comprehensive injury prevention and rehabilitation plans using best practices in therapeutic intervention.
3. Evaluate patient/client responses to emergency care procedures and adjust interventions to optimize outcomes.
4. Synthesize professional and ethical standards to guide decision-making in complex athletic training scenarios.
5. Collaborate with interdisciplinary healthcare teams to communicate treatment recommendations and advocate for patient-centered care.

The proposed program is comprised of 60 semester credit hours, and the proposed implementation date is fall 2027.

A&M-Texarkana certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.117 regarding need, quality, financial and faculty resources, standards and costs. New costs during the first five years are estimated to be $3,460,000.

I. NEED

A. Employment Opportunities

The U.S. Bureau of Labor Statistics projects 11% employment growth for athletic trainers

from 2024 to 2034, which is much faster than average and includes approximately 2,400 openings per year. Texas-specific career data also show sustained demand, with athletic trainers employed across colleges and universities, schools, hospitals, physician offices, and sports settings. In practical terms, the occupation is not saturated; instead, it is expanding in the very settings where athletic trainers are most hired. (Texas Career Check & BLS data). The program will prepare graduates for Texas licensure and employment, meeting geographic, and community need for qualified athletic trainers.

Supply is not meeting demand, as Texas workforce projections from ProjectionCentral.org indicate an average of 290 annual job openings. The field is projected to grow by 11% nationally and by 20.2% in Texas, with an average of 290 annual job openings in Texas.

In addition, the National Athletic Trainers' Association (NATA) has described the market as increasingly competitive because of burnout and growing employment opportunities, which further suggests that workforce replacement and growth needs remain significant. That means a MAT program will produce graduates into a ready labor market rather than a crowded one.

B. Projected Enrollment

Enrollment is projected to grow each year, beginning with 20 students in year one and stabilizing with 40 students in year five.

Enrollment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Full-Time					
In-state	15	20	20	25	30
Out-of-state	5	5	10	10	10
Out-of-country	0	0	0	0	0
Total New Students	**20**	**25**	**30**	**35**	**40**

C. Existing State Programs

These peer programs demonstrate a well-established 60-credit, two-year professional MAT model. The proposed MAT will be competitive within this landscape by offering strong clinical partnerships, interprofessional learning opportunities, a focus on rural health needs, and affordable tuition/living expenses. The following table shows the existing Texas public universities that offer the program.

Degree Title & Designation	**University**	**CIP Code**	**Graduation Year 2024**	**Graduation Year 2025**
Athletic Training, MAT	Angelo State	51.0913.00	7	5
Athletic Training, MAT	Sam Houston State	51.0913.00	4	8

Athletic Training, MAT	Stephen F. Austin State	51.0913.00	8	6
Athletic Training, MAT	Tarleton State	51.0913.00	14	19
Athletic Training, MAT	Texas A&M	51.0913.00	16	12
Athletic Training, MAT	Texas A & M-Corpus Christi	51.0913.00	3	8
Athletic Training, MAT	Texas State	51.0913.00	18	19
Athletic Training, MAT	UT Arlington	51.0913.00	9	8
Athletic Training, MAT	UT Permian Basin	51.0913.00	0	0
Athletic Training, MAT	University of Houston	51.0913.00	15	15

II. QUALITY & RESOURCES

A. Faculty

The institution commits to hiring the following faculty to support the program.

Anticipated Date of Hire	**Hiring Rank (e.g. Associate Professor)**	**Expected % time dedicated to proposed program**
Year 1	Associate/Full Professor – Program Director	100%
Year 1	Assistant Professor–Clinical Education Coordinator	100%
Year 1	Lecturer	100%
Year 2	Lecturer	100%
Year 4	Assistant Professor–Clinical Education Coordinator	100%

Faculty recruitment will target individuals with Commission on Accreditation of Athletic Training Education (CAATE) program experience, evidence-based practice expertise, and strong records of clinical practice and teaching, with advertisements placed in NATA, CAATE job boards, and other major academic job sites.

B. Program Administration

The degree program will not require new administration expenses.

C. Other Personnel

The degree program will require a staff member with salary and benefits totaling $300,000 over five years.

D. Supplies, Materials

The degree program will require supplies and materials totaling $250,000 over five years, with a significant portion of this cost attributed to pursuing CAATE accreditation.

E. Library

The degree program will require library expenses, totaling $25,000 over five years, to include instructional technology needs.

F. Equipment, Facilities

The degree program will require expenses for therapeutic modalities totaling $400,000.

G. Accreditation

The degree program will seek CAATE accreditation at the earliest opportunity.

III. NEW 5-YEAR COSTS & FUNDING SOURCES

NEW 5-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$ 2,485,000		Formula Income	$ 1,956,031
Program Administration	$0		Statutory Tuition	
Graduate Assistants	$0		Reallocation	
Supplies & Materials	$250,000		Designated Tuition	
Library & IT Resources	$25, 000		Other Funding:	
Equipment, Facilities (Therapeutic modalities)	$400,000		Tuition	$1,876,711
Staff Salary & Benefits	$300,000		Fees	$ 621,324
Estimated 5-Year Costs	$3,460,000		**Estimated 5-Year Revenues**	$4,454,066

Agenda Item No. 8.18

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the establishment of a new degree program at Texas A&M University-Texarkana (A&M-Texarkana) leading to a Doctor of Business Administration (DBA) in Business Administration**,** authorize the submission of this degree program to the Texas Higher Education Coordinating Board (THECB) for approval, and certify that all applicable THECB criteria have been met.

Background Information:

A&M-Texarkana is seeking approval to offer a DBA program in Business Administration. The DBA is an applied practitioner program in business administration providing industry professionals an opportunity to further their education at the doctoral level and contribute to the economic workforce in the Texarkana region. A unique feature is the use of concentrations in industry areas growing in the Texarkana region, such as Banking and Finance, Retail Management, and Human Resources Management. This is a competitive edge over other small Texas institutions lacking concentration options. This allows A&M-Texarkana to cater to professionals seeking an interest in sharing their first-hand career experience with the next generation.

A&M System Funding or Other Financial Implications:

Institutional funds will be used to support the DBA in Business Administration. The proposed program will utilize existing faculty members and hire two additional faculty in year one of the program. The proposed degree program estimated costs in the first five years are $1,111,263.

Strategic Plan Drivers(s) this Item Advances:

The proposed DBA in Business Administration aligns with The Texas A&M University System (A&M System) strategic plan driver of impact 1 to strengthen A&M System support of lifelong students by improving access to and impact of education to achieve personal goals and develop strong leaders of character.

Agenda Item No. 8.18

TEXAS A&M UNIVERSITY-TEXARKANA
Office of the President
September 18, 2026

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

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

I recommend adoption of the following minute order:

"The Board of Regents approves the establishment of a new degree program at Texas A&M University-Texarkana leading to a Doctor of Business Administration degree with a major in Business Administration.

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

Respectfully submitted,

[SIGNED BY]

Ross Alexander, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University-Texarkana

Doctor in Business Administration degree
with a major in Business Administration
(CIP 52.0201.00)

Program Review Outline

BACKGROUND & PROGRAM DESCRIPTION

Administrative Unit: College of Business, Engineering, and Technology, Division of Business

The Doctor of Business Administration (DBA) degree program with a major in Business Administration is an applied practitioner program in business providing industry professionals an opportunity to further their education at the doctoral level for the Texarkana region. A unique feature is the use of concentrations in industry areas growing in the region, including Banking and Finance, Retail Management, and Human Resource Management. An additional feature of this degree program is a required interactive session once a month designed to gauge students beyond the classroom. The DBA degree program targets working professionals seeking to obtain executive and leadership positions in a variety of industries while also preparing them to teach in higher education thus providing practical application of the business discipline to future business professionals.

The proposed program contains courses related to research and the business environment. The expected outcomes for the students include:

1. Students will demonstrate competence in the application of business research.
2. Students demonstrate higher level critical thinking skills.
3. Students produce effectively written research regarding a current business problem.

The DBA degree program is comprised of 63 semester credit hours. Students can seek concentrations in Banking and Finance, Retail Management, Human Resource Management, and Accounting.

The proposed implementation date is fall 2027.

Texas A&M University-Texarkana certifies that the proposed new degree program meets the criteria under the 19 Texas Administrative Code, Section 2.146 regarding need, quality, financial and faculty resources, standards and costs. New costs during the first five years will not exceed $2 million.

I. NEED

A. Employment Opportunities

Employment resources such as Indeed and LinkedIn provide that business professionals seeking to achieve “higher-level roles in various industries” can illustrate “their

commitment to the company by advancing their knowledge…" with this advanced degree. These higher-level roles – C-Suite and Executive Leadership, Facilities and Administrative Services Managers, and Postsecondary instructors in Business – are growing in employment opportunities per the U.S. Bureau of Labor Status develop O-Net OnLine and sponsored ProjectionsCentral.org.

The national labor market for these positions is expected to increase:

- Facilities Managers – 5.6% (21,100 average annual openings) and
- Administrative Services Managers – 4.6% (10,300 average annual openings), and
- Business Teachers, Postsecondary – 7.0% (8,700 average annual openings).

In Texas, the labor market need is expected to grow over the next 10 years. ProjectionsCentral.org expects positions as Chief Executives, Facilities Managers, and Administration Services Manager positions to grow over the next ten years:

- Chief Executives – 1.9% (480 average annual openings),
- Facilities Manager – 16.7% (850 average annual openings),
- Administrative Services Manager – 17.2% (2,030 average annual openings), and
- Business Teachers, Postsecondary – 12.5% (550 average annual openings).

B. Projected Enrollment

The DBA degree program will utilize a cohort model and accept a minimum of 10 students each academic year.

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Full-Time					
In-state	5	5	5	5	5
Out-of-state	3	3	3	3	3
Out-of-country	2	2	2	2	2
Part-Time					
In-state	0	0	0	0	0
Out-of-state	0	0	0	0	0
Out-of-country	0	0	0	0	0
Total New Students	**10**	**10**	**10**	**10**	**10**

C. Existing State Programs

The closest university offering a doctorate level degree program in Business Administration is four hours away from A&M-Texarkana. Per IPEDS Completions reporting, institutions authorized to offer a doctoral degree in Business Administration in Texas have graduated a total of 120 – 152 students. This is significantly lower than the job openings expected annually in Texas (3,910) and nationally (40,000).

Degree Title & Designation	University	CIP Code	Graduating Students 2023	Graduating Students 2024
DBA, Business Administration	Prairie View A&M University	52.0201.00	7	7
PHD, Business Administration	Rice University	52.0201.00	2	6
PHD, Management	The University of Texas at Austin	52.0201.00	2	1
PHD, Business Administration	Texas A&M University	52.0201.00	12	8
DBA, Business Administration	Texas State University	52.0201.00	N/A	N/A
PHD, Business Administration	Texas Tech University	52.0201.00	8	7
PHD, Business Administration	The University of Texas at Arlington	52.0201.00	16	9
PHD, Business Administration	The University of Texas at El Paso	52.0201.00	6	6
PHD, Business Administration	The University of Texas Rio Grande Valley	52.0201.00	6	9
PHD, Business Administration	University of Houston	52.0201.00	6	2
DBA, Business Administration	University of the Incarnate Word	52.0201.00	N/A	8
PHD, Management	Wayland Baptist University	52.0201.00	N/A	14
DBA, Business Administration	South University - Austin	52.0201.00	N/A	N/A
DBA, Business Administration	Westcliff University	52.0201.00	N/A	34

Source: IPEDS Completions 2022 and 2023

II. QUALITY & RESOURCES

A. Faculty

A&M-Texarkana currently employs three support faculty members. Two additional core faculty will be hired beginning fall 2027. The new faculty are expected to cost $220,325.57 per year or $1,101,623 over five years.

Name	Department	Highest Degree Awarded & Year	Highest Degree Awarding Institution	Expected % Time in Degree Program	Expected Teaching Load
Dr. Harm-Jan Steehuis	Business	Ph.D., Behavior, Management, Social Sciences, 2000	University of Twente	100%	2/2

Dr. Joy Cooper	Business	Ph.D., Human Resource Development, 2018	The University of Texas at Tyler	25%	3/3
Dr. Larry Davis	Business	Ph.D., Economics, 1975	University of Arkansas	25%	3/3
Dr. Yang Jiao	Business	Ph.D., Economics, 2016	Kansas State University	25%	3/3
Dr. James Nguyen	Business	Ph.D., Financial Economics, 2006	University of New Orleans	25%	3/3

B. Program Administration

No additional costs are expected for program administration.

C. Other Personnel

No additional costs are expected for other personnel.

D. Supplies, Materials

No additional costs are expected for supplies and materials.

E. Library

No additional costs are expected for library subscriptions or print materials.

F. Equipment, Facilities

No additional costs are expected for equipment or facilities.

G. Accreditation Page

The degree program will incur a cost of $7,140 for initial accreditation in year 4 of the program with the next reaffirmation cycle for the Association to Advance Collegiate Schools of Business (AACSB). In year 5, the annual accreditation fee for this program will be $2,500. The total accreditation cost is $9,640.

III. NEW FIVE-YEAR COSTS & FUNDING SOURCES

NEW FIVE-YEAR COSTS			SOURCES OF FUNDING	
Faculty	$1,101,623		Formula Income	$4,074,293
Program Administration	$0		Statutory Tuition	$0
Graduate Assistants	$0		Reallocation	$0
Supplies & Materials	$0		Designated Tuition	$0
Library & IT Resources	$0		Other Funding:	$0
Equipment, Facilities	$0		Tuition	$692,923
Other AACSB Accreditation	$9,640		Fees	$201,607
Estimated 5-Year Costs	**$1,111,263**		**Estimated 5-Year Revenues**	**$4,968,823**

Agenda Item No. 8.28

AGENDA ITEM BRIEFING

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

Subject: Establishment of the Center for the Study of War and Society

Proposed Board Action:

Establish the Center for the Study of War and Society (CSWS) as a collaborative unit led by the College of Arts and Sciences and the Bush School of Government & Public Service at Texas A&M University (Texas A&M).

Background Information:

War is a fundamental human activity. The study of war has been an integral part of academic research and university life for centuries. Understanding the causes, conduct, and consequences of armed conflict is essential not only for historical scholarship but also for informing the policies and institutions that shape national security, international relations, and the lived experiences of individuals and communities affected by war. Texas A&M, with its deep commitment to public service and its extraordinary interdisciplinary research capabilities, is uniquely positioned to lead in this field. The CSWS will provide an institutional home at the university that can truly leverage our skills and knowledge to contribute to national and international discussions about the past, present, and future of armed conflict.

The Department of History at Texas A&M is one of the premier departments in the United States for the teaching and study of the history of war and warfare, offering more than 25 undergraduate courses that engage directly with war and violence across time and space. The Department of Anthropology is a world-renowned hub for nautical archaeology and the study of material culture related to seafaring and military power. The Bush School of Government & Public Service features scholar-practitioners who contextualize modern conflict for future leaders. Faculty in Geography, Computer Science, and Engineering are contributing innovative approaches, including Artificial Intelligence (AI)-assisted analysis of historical satellite imagery, to the study of conflict sites and military history.

Texas A&M is also a proud institutional partner of the Defense POW/MIA Accounting Agency (DPAA), a federal agency tasked with accounting for more than 80,000 American military personnel missing in action since World War II. Since 2020, Texas A&M has worked with the DPAA to provide historical research, field investigation, and technological innovation in service of this vital national mission. This partnership has engaged more than 85 undergraduate and master's students in sponsored research, with students representing disciplines including History, Anthropology, Geography, English, Political Science, and Computer Science.

Despite this strong foundation, current activities are distributed across multiple departments and units without a dedicated administrative home. Establishing the CSWS will provide a coordinating hub to consolidate and expand this work, increase the university's national and international prominence, and create opportunities for new research and educational opportunities that serve the interests of the state and nation by deepening public understanding of war and peace.

The CSWS's primary functions will be to advance high-impact scholarship on human conflict and its aftermath. Core research activities will include faculty and student seed grants, field work support, digital humanities initiatives, and pursuit of federal funding from agencies such as National Science Foundation, National Endowment for the Humanities, and Department of Defense. The CSWS will build on the success of its History Research Internship Program by developing a new undergraduate minor or graduate certificate in War and Society Studies, new courses, and providing an institutional home for the student-led *Texas A&M Journal of War and Society*. The CSWS will organize public seminars, speaker series, and at least one major conference or symposium per academic year, engaging students, alumni, and leading scholars both on the College Station campus and beyond. Additionally, through the Bush School DC Teaching Site, CSWS will host public symposia, structured internships in the public and non-governmental sectors, and research seminars drawing on premier national resources including the National Archives, the United States Holocaust Memorial Museum, and the Library of Congress.

A&M System Funding or Other Financial Implications:

The College of Arts and Sciences and the Bush School of Government & Public Service have committed to providing five years of funding to support the establishment and initial operations of CSWS, during which time the CSWS will work with the Texas A&M Foundation to secure endowed funds. Combined college contributions are projected at approximately $495,000 over five years, with the College of Arts and Sciences contributing approximately two-thirds and the Bush School contributing approximately one-third of annual budgets. In addition to the contribution to an operating budget, the College of Arts and Sciences will support the Director and an administrative staff member. The Bush School will provide an Associate Director. Recently, the proposed center received a $25,000 gift from a private donor family to support student travel. Endowed gift priorities include funds for student travel and research, as well as an endowed Director's position. If endowed funds become available, they will offset funding from the colleges. The CSWS will also pursue external grants and sponsored research to supplement operational funding.

Strategic Plan Driver(s) this Item Advances:

Approval of this agenda item will advance The Texas A&M University System (A&M System) Strategic Drivers of Impact 1 through 4. The Center's high-impact student research, field work, and internship programs will support driver of impact 1 (student success) and the more specific objectives 1.2 (enable strong careers and post-graduation outcomes), and 1.3 (innovative educational offerings). The research program supports the driver of impact 2 (research and innovation) and the more specific objectives 2.1 (solve grand challenges), 2.3 (strength research), and 2.4 (increase impact awareness). Its civic engagement mission and public service orientation will support driver of impact 3 (community advancement) and the more specific objectives 3.13 (engage community leaders validate community priorities and needs) and 3.22 (scale community engagement). Its application of emerging technologies such as AI, GIS, and digital humanities to the study of conflict will advance driver of impact 4 (mission enablement) and the more specific objectives 4.3 (leverage technology to improve performance).

Agenda Item No. 8.28

TEXAS A&M UNIVERSITY
Office of the President
August 27, 2026

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

Subject: Establishment of the Center for the Study of War and Society

I recommend adoption of the following minute order:

> **"The Center for the Study of War and Society is hereby established as an organizational unit of Texas A&M University, led collaboratively by the College of Arts and Sciences and the Bush School of Government & Public Service."**

Respectfully submitted,

[SIGNED BY]

Susan Ballabina, Ph.D.
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Morre
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

Texas A&M University
Center for the Study of War and Society

EXECUTIVE SUMMARY

1. Rationale for the Creation of the Center

The study of war, conflict, and their aftermath is one of the most consequential and enduring areas of human inquiry. Understanding the causes, conduct, and consequences of armed conflict is essential not only for historical scholarship but also for informing the policies and institutions that shape national security, international relations, and the lived experiences of individuals and communities affected by war. Texas A&M University (Texas A&M), with its commitment to public service, and its extraordinary interdisciplinary research capabilities, is uniquely positioned to lead in this field.

The mission of the Center for the Study of War and Society (CSWS) is to bring together students, faculty, and community partners to advance research, teaching, and public service on the causes, conduct, and consequences of war. Through interdisciplinary collaboration, the CSWS promotes a deeper understanding of conflict and its lasting effects on individuals and societies.

CSWS will be a collaborative initiative co-led by the College of Arts and Sciences and the Bush School of Government and Public Service, functioning as an interdisciplinary hub to unite faculty and students from the natural sciences, social sciences, humanities, engineering, computer science, health sciences, environmental sciences, library/information sciences, and government to advance the study of war, conflict, and their aftermath. The CSWS will promote and support research that is only possible through collaboration across disciplinary boundaries and which addresses subjects of vital interest to the state, the nation, and the world.

CSWS builds on Texas A&M's deep commitment to public service and extraordinary research capabilities. The CSWS's operations will revolve around three intersecting missions: high-impact teaching, innovative research, and significant public service. The educational component focuses on interdisciplinary exploration, while the research mission centers on developing new and expanding existing partnerships to investigate past and present conflicts. These initiatives will provide undergraduate and graduate students with high-impact educational opportunities, including global internships and hands-on fieldwork, combining scholarships with real world experience in public service.

Texas A&M possesses nationally and internationally prominent academic strengths in the study of war and conflict. The Department of History is one of the premier doctoral, master's, and undergraduate departments in the United States for teaching about the history of war and warfare, has more than 25 undergraduate courses that engage directly with war and violence across time and space, and has identified War and Society as an area of strategic focus. The Department of Anthropology is a world-renowned hub for the study of nautical archaeology; current course offerings address a range of classes on the history and material culture of seafaring, providing unique opportunities to investigate how technology and military power shape societies. Faculty and students from the Department of Geography play a critical role in one of the team's emerging research projects, which uses historic satellite imagery and Artificial Intelligence (AI) to locate Vietnam War-era airplane crash sites. The Bush School of Government and Public Service features a range of scholar-practitioners who contextualize and understand modern conflict for future leaders. For example, the International Affairs Department teaches courses on national security,

intelligence, and the intersection of war and memory. Recently, faculty in History and Anthropology created a cross-listed course on Conflict Archaeology and Military History.

Texas A&M is a proud institutional partner of the Defense POW/MIA Accounting Agency (DPAA), a federal agency tasked with providing accounting for more than 80,000 American military personnel missing in action from conflicts since the outbreak of World War II. Since 2020, Texas A&M has worked with DPAA to provide historical research, perform field work, and pioneer innovation.

The group's activities since 2020 include:

- **The History Research Internship Program**. Since 2020, this group has engaged 85 undergraduate and master's students in sponsored research. Over 60% of the interns work for multiple semesters. Students come from a range of majors, including History, Anthropology, Geography, English, Political Science, and Computer Science.
    - *Student Research Projects*. High-impact experiences translate historical research into public-service oriented scholarship. Projects include the use of World War II-era chest radiographs to identify unaccounted-for personnel from human remains, translating German shoot-down records from World War II Italy, finding photographs of Texans missing in action, and writing narratives of complex loss incidents. Biographies of more than 200 Aggies missing in action since 1941 have been produced, examining coverage of World War II in Texas A&M publications. Four students have written undergraduate research theses stemming from their work in the program. Jackson Baker's thesis, "'The Duty Ours': A Preliminary Analysis for the Recovery of Aggies Missing in Action" won the 2024 URS Outstanding Thesis Award in Liberal Arts, Social Sciences, and Humanities.
    - *Evidence of Impact*. Students who have participated in these activities have benefitted enormously. One of the undergraduate students is now pursuing a master's degree with a focus on the Philippines during World War II. Another has started a non-profit to work with homeless veterans and recently won a $25,000 scholarship from the Daughters of the American Revolution.
- **Field Recovery Missions**. Texas A&M faculty and students led a 2025 expedition to investigate a World War II B-17 crash site in the waters off Denmark. Texas A&M produced a short film, *A Mission Unfinished*, about the work. Five other field expeditions related to this project were completed in 2025 and 2026, including sites in Germany, Italy, and Poland. Seven graduate and undergraduate students have accompanied faculty on these expeditions.
- **Public Events**. Two public-facing symposia were held at Texas A&M, *Never Forgotten: Conflict Archaeology and Military History at Texas A&M* (November 8-9, 2024) and *Honoring Service, Finding Answers: Conflict Archaeology and Military History* (November 4-5, 2025). These events brought together faculty, students, and members of the public to talk about research and teaching. In 2025, the Museum Studies Program created an exhibit in the Forsyth Galleries featuring the stories of several of the more than 200 MIA Aggies. More than 100 members of the public attended each of these symposia.

There is no university in the United States, or the world, better positioned to do this work than Texas A&M. A dedicated center would allow faculty and students to expand the work that is currently being undertaken, engage with students and the general public, and develop new projects that enhance Texas A&M's national and international prominence in the field of war and society.

2. General Description of the Center and Its Mission and Goals

2.1 Mission

The mission of the CSWS is to bring together students, faculty, and community partners to advance research, teaching, and public service on the causes, conduct, and consequences of war. Through interdisciplinary collaboration, the CSWS promotes a deeper understanding of conflict and its lasting effects on individuals and societies.

2.2 Vision

The CSWS seeks to become a national and international leader in the interdisciplinary study of war and its consequences, contributing to important conversations about war and violence while training students to be responsible and thoughtful leaders of the future.

2.3 Description of the Center

The CSWS will serve as a unifying administrative and intellectual home for interdisciplinary research, teaching, and public engagement related to war and conflict. The CSWS's operations will revolve around three intersecting missions: high-impact teaching, innovative research, and significant public service.

The educational component focuses on interdisciplinary exploration, providing undergraduate and graduate students with high-impact opportunities including global field internships, hands-on fieldwork, curricular innovation, and direct engagement with real-world public service challenges. The research mission centers on developing and expanding partnerships. including with federal agencies such as the DPAA, to investigate past and present conflicts using the full range of Texas A&M's disciplinary strengths, including AI-assisted analysis, Geographic Information System (GIS) mapping, nautical archaeology, historical research, and policy analysis. The public service mission encompasses engagement with veterans' communities, the public, and policymakers through symposia, exhibitions, publications, and Washington, D.C.-based programming.

The CSWS will additionally leverage the Texas A&M DC Teaching Site to connect students with the public policy and national security communities in Washington, D.C., creating structured internship and research seminar opportunities that utilize resources such as the National Archives and Records Administration and the Library of Congress.

2.4 Responsible Administrative Unit and Members

The CSWS will be led collaboratively by the College of Arts and Sciences and the Bush School of Government & Public Service. The College of Arts and Sciences will provide support for the Director and salary for a staff member, with the Bush School supporting the Associate Director.

3. Potential Faculty Associated with the Center

3.1 Core Faculty and Leadership

Director: *Dr. Adam R. Seipp*, Professor of History, College of Arts and Sciences. Dr. Seipp is a historian of modern Germany, transatlantic relations, and the Holocaust, and is the author or editor

of four books and numerous journal articles on topics including the Cold War U.S. Army in Europe, the Berlin Airlift, fiction and war, and the history of wargaming. He is the Principal Investigator (PI) of the Texas A&M partnership with the DPAA.

Associate Director: *Mr. Dan DeBree*, Associate Professor of the Practice in the Public Service & Administration Department at the Bush School of Government & Public Service. Professor DeBree is a retired United States Air Force officer with more than 30 years of military and civilian administrative experience and has been a core component of the DPAA research team for several years, serving as a Co-PI on a research project using AI to search for Vietnam War-era crash sites.

3.2 Faculty Steering Committee

A Faculty Steering Committee will provide oversight and guidance for the CSWS and its activities. Members will be drawn from departments and programs that engage with the work of the CSWS. Initial members include (alphabetical by last name):

- *Dr. Katie Custer Bojakowski* is an Instructional Assistant Professor of Anthropology and Director of the Museum Studies Minor and Museum Internships in the College of Arts and Sciences. She led the design and implementation of the MIA Aggies exhibition in 2025
- *Dr. Piotr Bojakowski* is Assistant Professor and Sara W. & George O. Yamini Endowed Professor of Anthropology at Texas A&M. A nautical archaeologist with extensive experience working in the federal government, Dr. Bojakowski directs the J. Richard Steffy Ship Reconstruction Laboratory
- *Dr. Gregory Daddis* is Melbern G. Glasscock Endowed Chair in American History at Texas A&M. He is the author of six books and many journal articles about the war in Vietnam and the history of war in popular culture
- *Dr. Darryl De Ruiter* is Regent's Professor and Head of the Department of Anthropology at Texas A&M. His research focuses on the ecology and evolution of the early hominins of Africa
- *Dr. Lorien Foote* is the Patricia & Bookman Peters Professor of History at Texas A&M. A widely regarded scholar of the American Civil War, she is the author or editor of numerous books and is currently leading an innovative digital project tracing of thousands of Federal soldiers who escaped from southern prisons during the war
- *Dr. Angela Hudson* is Professor and Head of the Department of History. She is a specialist in American Indian History. Dr. Hudson is currently working on a book about the role of Native Americans in the Jim Crow South
- *Dr. John Schuessler* is Associate Professor of International Affairs and co-director of the Albritton Center for Grand Strategy at the Bush School of Government and Public Service. He is an expert on democracy and war as well as American grand strategy

3.4 Fellows Program

The CSWS will establish a faculty research fellow program. This will allow us to provide seed grant funding for research initiatives related to the themes of war and society across the university. We will make funds available to support both faculty and graduate students whose research focused on war and society. Fellows will be required to give a public presentation and to acknowledge the CSWS's support in any published work.

Numerous faculty from the College of Arts and Sciences conduct research aligned with the center. Several of those listed below have participated in one or more of the group's symposia. These potential faculty partners include (alphabetical by last name):

Dr. Fritz Bartel, Associate Professor of International Affairs
Dr. Troy Bickham, Professor of History
Dr. Jonathan Brunstedt, Associate Professor of History
Dr. Jasen Castillo, Associate Professor of International Affairs
Dr. Leila Character, Assistant Professor of Geography
Dr. Alexandra Chinchilla, Assistant Professor of International Affairs
Dr. Mark Everett, Professor of Geology and Geophysics
Dr. Marian Eide, Professor of English
Dr. Richard Golsan, Distinguished Professor of International Affairs
Dr. Reyko Huang, Professor of International Affairs
Dr. Stjepan Mestrovic, Professor of Sociology
Dr. Jason Parker, Professor of History
Dr. Roger Reese, Professor of History
Ms. Elizabeth Sherman, Associate Professor of the Practice in Geography
Dr. Heather Thakar, Assistant Professor of Anthropology

3.5 Staff

The CSWS's staff will include a Postdoctoral Research Associate and an administrative professional. The Postdoctoral Research Associate Position is paid for by the DPAA partnership. The position has existed since 2020 and is funded through award ID M2001476. The contract has recently been renewed until 2028. The Postdoctoral Research Associate will serve as the primary point of contact for student interns and supervises undergraduate and graduate research projects. An administrative professional will be hired for the CSWS with the support of the College of Arts and Sciences.

3.6 External Advisory Board

To support center development and success, an External Advisory Board will be formed comprising individuals with related expertise and commitments. Members will be invited in consultation with the Steering Committee and relevant Deans and Department Heads and after approval of the Vice President for Research and Texas A&M President per University Rules. Prospective members will be invited based on their experience in academia, industry, technology, and public service relevant to the CSWS's mission, as well as their familiarity with the vision and mission of Texas A&M. The external board will provide strategic advice and guidance on issues of governance, fundraising, and activities. Possible board members include (alphabetical by last name):

Dr. Derek Abbey is President and CEO of Project Recover, a 501(c)(3) dedicated to recovering and repatriating American MIAs around the world.

Dr. Beth Bailey is the Founding Director of the Center for War, Military, and Society Studies at the University of Kansas, where she is a Foundation Distinguished Professor of History.

Dr. Jadwiga Biskupska is the Harold K. Johnson Visiting Professor of Military History at the U.S. Army War College and Associate Professor of History at Sam Houston State University.

Mr. Gerald Ray ('54) is a retired investment advisor, United States Air Force pilot, and civilian aviator. In 2011, he was named a Distinguished Alumnus of Texas A&M University.

Lt. General (retired) Jay Silveria is currently the President of the University of Arkansas System. Previously, he held command in assignments across the United States Air Force and served as Executive Director of the Bush School's DC Site.

Dr. Kara Dixon Vuic is LCpl. Benjamin W. Schmidt Professor of War, Conflict, and Society in 20th-Century America at Texas Christian University.

Dr. James Willbanks ('69) is a historian of the Vietnam War. He retired as the Director of the Department of Military History and General of the Army George C. Marshall Chair of Military History at the U.S. Army Command and General Staff College. He was recently inducted into the Corps of Cadets Hall of Honor.

4. Potential Activities

CSWS will draw upon Texas A&M's world-leading strengths in research, teaching, and innovation related to the study of war and society. The university's unique history and role as a land, sea, and space-grant institution provide a critical framework for the kind of public-facing and public service-oriented scholarship that the CSWS represents. Building on a foundation of interdisciplinary collaboration, the unique capabilities of Texas A&M in public service, archaeology, technology, engineering, environmental studies, AI, and historical research will be leveraged to create research and educational opportunities.

CSWS will provide facilities and support for activities across the university and between academic disciplines to enhance the study of human conflict and its aftermath.

Research: The CSWS will support and produce high-impact research on war and conflict through interdisciplinary collaboration. Core activities will include:

- Seed grant support for faculty and student research on issues related to war and society
- Support for data collection, field work, and acquisition of research materials
- Leveraging digital humanities tools including digitization of Vietnam-era air crash investigations, GIS-enabled StoryMaps, and development of Texas A&M's World War II map collection into a public-facing resource

Pursuit of federal funding from agencies including the National Science Foundation, Department of Defense, National Endowment for the Humanities, National Oceanographic and Atmospheric Administration, and Fulbright, consistent with the track record of core faculty.

Education and Training: The CSWS will create and support high-impact educational opportunities including:

- Supporting students to conduct field work on sites associated with the DPAA's mission to account for missing American personnel. Working with the DPAA, other academic partners, and cultural resource management agencies, we will provide funding for travel and lodging that will allow students to participate in these hands-on experiences

- Continuing and expanding the History Research Internship Program, which has already engaged 85 students since 2020
- Developing a new undergraduate minor or graduate certificate in War and Society Studies, in close coordination with relevant departments and programs, to be established in 2028
- Development of new courses and credentials in collaboration with academic partners focused on war and society, including a recently created cross listed course in Conflict Archaeology and Military History, Introduction to War and Society, and a course in War, Society, and Public Policy that could be offered at the Bush School's DC Site. These courses will be created and submitted for approval in 2027

Public Seminars and Convening: The CSWS will organize a series of public-facing speakers and at least one substantial conference or symposium per academic year to foster communication across the university and engage with the broader community. Events will be held at Texas A&M in College Station and elsewhere, welcoming students, alumni, members of the public, and world leaders in the field.

Bush School DC Programming: The CSWS will leverage the Bush School DC Teaching Site to hold public-facing symposia, create structured internship opportunities in the public service and non-governmental sectors, and organize multi-week research seminars utilizing resources including the National Archives and Records Administration, the David and Fela Shapell Family Collections at the United States Holocaust Memorial Museum, and the Library of Congress.

Student-led Journal Publications: The CSWS will provide support and an intellectual home for the *Texas A&M Journal of War and Society*, a student-led journal recently started by a group of undergraduates that will feature student research on topics related to our field.

5. Impact on Education and Training of Students

The CSWS is built on a foundation of student experiences inside and beyond the walls of the traditional classroom. Our faculty has a proven track record of student mentorship, fostering student research, leading hands-on experiences, and connecting students with the broader public. The students who work with our team bring together the best of what Texas A&M has to offer, combining rigorous humanities research, commitment to public service, and scientific rigor.

The CSWS will provide students with access to real-world research opportunities outside of the traditional classroom setting. Students completing CSWS affiliated research, field work, internships, and coursework will gain direct experience working on sponsored research projects solving real-world problems; work with leading historians, archaeologists, policy practitioners, and national security professionals giving the students models and mentors; and be better positioned to pursue advanced degrees or careers in government, academia, non-profit organizations, and the private sector. Over time, the CSWS will develop an undergraduate minor or graduate certificate in War and Society Studies, creating new curricular pathways for students across the university.

Recent outcomes represent only a glimpse of the potential impacts the CSWS will have by building upon recent successes. One former undergraduate student now pursuing a master's degree focused on the Philippines during World War II, while another has started a non-profit to work with homeless veterans and recently received a $25,000 scholarship from the Daughters of the American Revolution. Four students have written undergraduate theses; one won the 2024 URS Outstanding Thesis Award in Liberal Arts, Social Sciences, and Humanities. With the dedicated

resources and infrastructure, the CSWS will provide, these kinds of transformative student experiences will not only continue but expand, reaching even greater numbers of students and producing an even deeper and more lasting impact on scholarship, service, and civic engagement.

6. Resource Requirements

The College of Arts and Sciences and the Bush School of Government and Public Service have committed to providing five years of funding to ensure the CSWS builds multi-disciplinary efforts in teaching and research. The sponsoring colleges are also committed to working with the Texas A&M Foundation to secure gifts and endowments that will allow the CSWS to sustain its operations beyond the initial period. If endowed funds become available in the initial 5-years, they will offset funding from colleges. We recently received a gift of $25,000 from a family that attended our most recent symposium to support student travel. Development priorities include funding to support high-impact student activities and an endowed Director's position.

	Yr1 (FY27)	**Yr2 (FY28)**	**Yr3 (FY29)**	**Yr4 (FY30)**	**Yr5 (FY31)**
Student Travel	$71,000	$71,000	$71,000	$71,000	$71,000
Seed Funding for Research	$20,000	$20,000	$20,000	$20,000	$0 (external)
UG Journal	$2,000	$2,000	$2,000	$2,000	$2,000
Annual Conference	$0	$20,000	$10,000	$10,000	$10,000
Annual Total	**$93,000**	**$113,000**	**$103,000**	**$103,000**	**$83,000**
ArtSci	**$62,000**	**$75,333**	**$68,667**	**$68,667**	**$55,333**
Bush	**$31,000**	**$37,667**	**$34,333**	**$34,333**	**$27,667**

In addition to support for CSWS operations, the College of Arts and Sciences will provide salary support and an administrative stipend for the Director to commensurate with the responsibilities of the position. In addition, the College of Arts and Sciences will provide a 100% FTE staff member for administrative support. The Bush School of Government and Public Service will support the Associate Director. The Postdoctoral Research Fellow is supported by the grant from the Defense POW/MIA Accounting Agency.

With the agreement of the College of Arts and Sciences, the CSWS will be headquartered in 401B and 401C of the Academic Building, at the physical heart of Texas A&M. The Department of History will continue to provide the Postdoctoral Research Associate with an office in the Melbern Glasscock Building. In addition, Glasscock 105A has already been assigned as a dedicated laboratory space for student workers involved in war and society studies. The Department of History has agreed to continue to allow the CSWS to use this space for student work.

7. Sources and Future Expectations of Financial Support

Start-up support is described in Section 6. For continued support, the CSWS will pursue philanthropic funding from donors and foundations, with the support of the Texas A&M

Foundation. Additionally, the CSWS will utilize other funding streams when appropriate, potentially including program fees and dedicated external funding for specific programs and events.

Private philanthropic support: Individual donors connected to Texas A&M's historic commitment to military service and national security represent a natural constituency for the CSWS. The $25,000 private gift already received demonstrates the potential for donor engagement emerging directly from the CSWS's public-facing programming. The sponsoring colleges and the CSWS Director will work with the Texas A&M Foundation and the Office of Development to cultivate and solicit major gifts from individuals, family foundations, and other philanthropic organizations with interests in military history, veterans' affairs, conflict studies, and public education.

Endowment development: The sponsoring colleges are committed to pursuing endowed funds to support the long-term activities of the CSWS. Development priorities include an endowed Director's position to provide long-term leadership stability, as well as endowed funds for high-impact student activities including international field expeditions, research internships, and the Washington, D.C. seminar program. If and when endowed funds become available, they will offset the college funding commitments described in Section 6.

Federal grants and contracts: Faculty associated with the proposed CSWS have a track record of support from various federal partners, including the National Science Foundation, the Department of Defense, the National Endowment for the Humanities, the National Oceanic and Atmospheric Administration, and the Fulbright Program, consistent with the demonstrated grant-funding track record of core faculty. The DPAA partnership is expected to continue and expand, providing sponsored research support for field investigations and postdoctoral positions.

Program and event sponsorships: As the CSWS's public programming profile grows (including annual symposia, the Bush School DC programming, and field expedition activities) opportunities to secure event-level sponsorships from industry partners, law firms, veterans' organizations, and professional associations will be explored.

8. Governance and Advisory Structure

The CSWS will be governed as a collaborative unit co-led by the College of Arts and Sciences and the Bush School of Government & Public Service at Texas A&M.

8.1 Director and Associate Director

The CSWS will be led by a director who reports to the Dean of the College of Arts and Sciences. The Associate Director will report jointly to the Director and the Dean of the Bush School of Government & Public Service. The Director will have primary responsibility for academic leadership, research programming, external partnerships, and strategic development of the CSWS. The Associate Director will oversee the CSWS's public service programming, Washington, D.C. activities, and coordination with the Bush School's degree programs and faculty. See Section 3.1 for bios of inaugural Director and Associate Director.

8.2 Faculty Steering Committee

A Faculty Steering Committee will provide oversight and guidance for the CSWS and its activities. The Steering Committee will advise the Director and Associate Director on research priorities, educational programming, and resource allocation. Members will be drawn from departments and programs that engage substantively with the work of the CSWS and will be invited in consultation with the relevant Deans and Department Heads. The Steering Committee will meet at least twice per academic year, and members will serve at the pleasure of the sponsoring College Deans. See Section 3.2 for bios faculty on the inaugural Steering Committee.

9. Mechanisms for Periodic Review

The CSWS will be reviewed in accordance with policies established for institutes and centers (i.e., The Texas A&M University System (A&M System) Policy *11.02, Creation of Centers and Institutes*; A&M System Policy *11.02.01, Management and Evaluation of Centers and Institutes*; and Texas A&M Standard Administrative Procedure *11.02.99.M0.01, Centers and Institutes*).

The CSWS's faculty director(s) will produce an annual report to ensure that the CSWS's operations are consistent with the Board of Regents-approved proposal. The report will cover governance and oversight, fiscal operations and budget, funding sources, and research and educational activities. In addition, the responsible Deans may develop further annual report guidelines and requirements consistent with this goal. The report will be forwarded to the Deans of the College of Arts and Sciences and the Bush School of Government and Public Service or the dean's designee, who will forward it to the Vice President for Research. The Deans of the College of Arts and Sciences and the Bush School of Government and Public Service, as the responsible administrative officials, will annually evaluate the performance of the CSWS to ensure that the CSWS serves as a productive incubator of multidisciplinary research and other scholarly work that engages faculty across Texas A&M departments and colleges, as well as from outside institutions. The review will also be used by the Deans of the College of Arts and Sciences and the Bush School of Government and Public Service and the Vice President for Research to ensure that the CSWS's faculty director and staff comply with all applicable laws, A&M System policies and regulations, and university rules and procedures.

Every five years, in accordance with A&M System policies and university procedures, the CSWS will undergo an in-depth review to ensure the center is operating efficiently and meeting its goals and mission. The Deans of the College of Arts and Sciences and the Bush School of Government and Public Service will initiate this periodic review by forming a review committee and requesting that the CSWS's faculty director produce a report on the CSWS's operations during the review period. The report will cover governance and oversight, fiscal operations and budget, funding sources, and research and educational activities. The review committee will assess the CSWS performance using metrics set forth by Vice President for Research and submit a report to the Deans. The Deans of the College of Arts and Sciences and the Bush School of Government and Public Service will review this report and evaluate the CSWS's performance. The Deans will then provide a written report to the Vice President for Research, summarizing the review and making recommendations as to the continuation, revision, or dissolution of the CSWS. The Vice President for Research will submit the report to the A&M System Office of Academic Affairs. The Vice President for Research or their designee will provide a written decision to the Deans of the College of Arts and Sciences and the Bush School of Government and Public Service on their recommendations, and the Deans of the College of Arts and Sciences and the Bush School of Government and Public Service will then inform the CSWS's faculty director(s) and staff.

Subsequent ongoing monitoring and periodic reviews will also evaluate, to the extent necessary, the CSWS's progress in implementing changes approved by the Vice President for Research.

Agenda Item No. 8.29

AGENDA ITEM BRIEFING

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

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

Proposed Board Action:

Approve the amended mission statement for Tarleton State University (Tarleton) and authorize notification of the amendment to the Texas Higher Education Coordinating Board.

Background Information:

As provided by 19 Tex. Admin. Code §5.24 Submission of Mission Statements and Planning Notification and System Policy *03.02, Academic Mission Statements and Program Inventory*, the Board of Regents will approve changes to an institution's mission statement. The proposed change aligns the mission statement with the university's public service mission and emphasizes Tarleton State University's responsibility to meet the educational, workforce, and economic needs of Texas and its communities.

A&M System Funding or Other Financial Implications:

Not applicable.

Strategic Plan Driver(s) this Item Advances:

The proposed change advances The Texas A&M University System Strategic Drivers of Impact 1, 2, and 4 by highlighting Tarleton's commitment to educational excellence, fostering discovery and leadership and expanding service to the state of Texas through student success, workforce development, research, and community engagement.

Agenda Item No. 8.29

TARLETON STATE UNIVERSITY
Office of the President
September 9, 2026

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

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

I recommend adoption of the following minute order:

> **"The Board of Regents of The Texas A&M University System approves the amended mission statement for Tarleton State University as shown in the exhibit.**
>
> **The Board also authorizes notification of Tarleton State University's amended mission statement to the Texas Higher Education Coordinating Board."**

Respectfully submitted,

[SIGNED BY]

Dr. James Hurley
President

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

TARLETON STATE UNIVERSITY

Existing Mission Statement

Tarleton State University, a founding member of The Texas A&M University System, transforms generations by inspiring discovery, leadership and inclusion through educational excellence.

Amended Mission Statement (WITH ANNOTATIONS)

Tarleton State University, a founding member of The Texas A&M University System, transforms generations by inspiring discovery, leadership and ~~inclusion~~ service through educational excellence.

Proposed Mission Statement

Tarleton State University, a founding member of The Texas A&M University System, transforms generations by inspiring discovery, leadership and service through educational excellence.

Agenda Item No. 8.30

AGENDA ITEM BRIEFING

Submitted by: Rick Avery, Ph.D., Director
Texas A&M AgriLife Extension Service

Subject: Approval of 2027 Stiles Farm Foundation Budget

Proposed Board Action:

Approve the 2027 Stiles Farm Foundation budget.

Background Information:

The Stiles Farm Foundation was established in September 1961 under the terms of the will of the late J.V. and H.A. Stiles. The property was devised to the Board of Regents of The Texas A&M University System (A&M System), as trustee of the trust known as the Stiles Farm Foundation.

The Stiles Farm Foundation consists of 2,716 acres adjacent to the town of Thrall and 131 acres near Lake Granger in Williamson County, Texas. Of this property, 513.5 acres are restricted as corpus and may never be sold, mortgaged, or otherwise disposed of by the trustee. As outlined in the will, the farm is operated as a research and demonstration farm that uses progressive and innovative, yet practical, management practices and techniques. This approach allows farmers to evaluate proven practices and incorporate those appropriate to their own operations.

Under the leadership of the Director of the Texas A&M AgriLife Extension Service, Extension faculty collaborate with Texas A&M AgriLife Research to establish demonstrations that integrate research-proven practices into ongoing farming operations. These demonstrations support the farm's goal of helping farmers improve yields and quality while increasing efficiency. The Stiles Farm Foundation also supports the public service and educational missions of the agricultural agencies of the A&M System. Proceeds from farming operations are used to support academic scholarships, local community service, special events, and field demonstrations.

A&M System Funding or Other Financial Implications:

None.

Strategic Plan Driver(s) this Item Advances:

Approval of this agenda item advances The Texas A&M University System's Community Advancement Strategic Driver of Impact by directly supporting Objective 3.1 to mobilize System resources and partnerships that strengthen community capacity, civic leadership, and long-term impact. The farm operates as an applied research and demonstration farm, using financial farm management assistance tools to identify the most profitable mix of enterprises based on projected and historical data. Together, these efforts strengthen agricultural decision-making and demonstrate practical approaches that support the long-term economic vitality of producers and communities.

Agenda Item No. 8.30

TEXAS A&M AGRILIFE EXTENSION SERVICE
Office of the Director
September 25, 2026

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

Subject: Approval of 2027 Stiles Farm Foundation Budget

I recommend adoption of the following minute order:

> **"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 2027, as shown in the attached exhibit."**

Respectfully submitted,

[SIGNED BY]

Rick Avery, Ph.D., Director
Texas A&M AgriLife Extension Service

System Approval Recommended:

[SIGNED BY]

Glenn Hegar
Chancellor

[SIGNED BY]

Tracy Foster
Executive Vice Chancellor

[SIGNED BY]

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

System General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

R. Brooks Moore
General Counsel

Board General Counsel Approved for Legal Sufficiency:

[SIGNED BY]

Nichole B. Bunker
General Counsel

The Stiles Farm Foundation

The Texas A&M University System

BUDGET

For the Calendar Year
2027

STILES FARM FOUNDATION
REVENUE & EXPENSE
SUMMARY EXHIBIT

	2026 Actual (Estimate)	2027 Budget
Operating Revenue		
Crop Sales	$ 881,677	$ 808,157
Livestock Sales	174,476	209,240
Farm Program Income	8,504	11,700
Total Operating Revenue	**$ 1,064,657**	**$ 1,029,097**
Operating Expense		
Crops	494,054	424,550
Livestock	10,700	24,328
Admin/General Farm Expenses	383,832	382,284
Depreciation	75,000	78,160
Total Operating Expenses	**$ 963,586**	**$ 909,322**
Net Income (loss) from Operations	**$ 101,071**	**$ 119,775**
Non-Operating Revenue		
Interest & Cooperative Dividend Income	36,372	40,500
Rental	27,600	30,000
Gifts and Grants	2,500	3,200
Other Income	166	-
Total Non-Operating Revenue	**$ 66,638**	**$ 73,700**
Non-Operating Expenses		
Contributions and Donations	3,850	6,150
Field Day and Demonstrations Costs	5,000	3,600
Scholarships	9,000	9,000
Total Non-Operating Expenses	**$ 17,850**	**$ 18,750**
Net Non-Operating Income (Loss)	**$ 48,788**	**$ 54,950**
Total Net Income	**$ 149,859**	**$ 174,725**

THE STILES FARM FOUNDATION

OUTLOOK FOR 2027

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 to focus resources on profitable activity. The Farm Assistance program of Texas A&M AgriLife Extension Service is utilized to identify the most profitable enterprise mix based on current projections and Stiles Farm data. The current enterprise mix includes cattle, corn, cotton, hay, wheat, and small grains for grazing.

An assessment of the current and near-term farm environment points to the challenges faced by the industry and can provide guidance to Texas A&M AgriLife Extension Service's efforts to address the needs of its agricultural clientele.

Crop marketing opportunities continued to be weak throughout much of 2026 with prices of corn being limited by strong supply and high planted acres across the country. Recently the Midwest crop has struggled, and that has led to improved corn prices during our Central Texas harvest season. Cotton prices have also shown recent improvement as acres have dropped in recent years and much of the cotton belt is struggling with dry conditions. Looking to 2027, the Stiles Farm plans to rotate more ground into cotton to take advantage of better prices and allow the acres to rotate out of grain production.

The difficult cotton and grain markets stand in juxtaposition to record-breaking cattle prices in 2025 and early 2026. Several years of drought have drastically reduced herd sizes in Texas, and the lagging supply has rewarded producers who were able to keep their herd intact. The Stiles Farm utilizes mob and rotational grazing as well as a less aggressive stocking rate, all of which has helped the cow herd survive drought conditions. We normally wean and sell our calf crops in the fall and are anticipating strong cattle revenue in 2026 and 2027 even with the recent drop in cattle prices this fall.

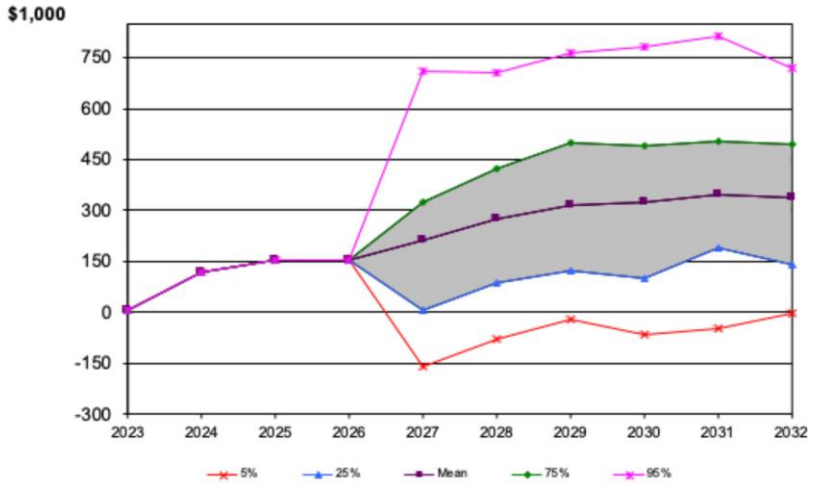
In 2025, the Stiles Farm began a partnership with John Deere, which recently opened its nearby Austin Test Site facility to evaluate emergent equipment technology. While they do own farmland at the site, it has been beneficial for John Deere to work with the Stiles Farm running their equipment on an operational scale. In exchange, the Stiles Farm has been able to utilize higher level equipment for planting and harvesting. This partnership has saved wear and tear on planting equipment and reduced our custom harvesting costs in corn and cotton by approximately $55,000 in 2026. It also opens several possibilities for result demonstrations and producer engagement in the future.

The Stiles Farm hosts an internship program where local students work on the farm each semester and gain firsthand experience in production agriculture. Even though they live in an agricultural community, many of these interns have no firsthand experience with production. The internship is an opportunity for them to translate classroom learning into real-life experience. A grant from the Williamson County Farm Bureau Board of Directors offsets part of the cost of the internship program. The farm hosted an Aggie intern in the summer of 2026 and now has a local high school student for the fall.

The longer-term financial outlook (Figure 1) indicates a steady to growing Net Income given the current long-term market outlook. Projected risk in Net Income indicates a 50% probability of the foundation realizing a 2027 Net Income in a range from break-even to positive $320,000.

Figure 2 illustrates the outlook and risk in the farm's operating cash position. The operation begins in 2027 with an estimated $300,000 in operating funds. The outlook through 2031 has the farm improving the operating cash position on average, with the possible ending cash position in 2031 ranging from roughly $1 to $3 million.

Figure 1. Projected Variability in Net Farm Income.

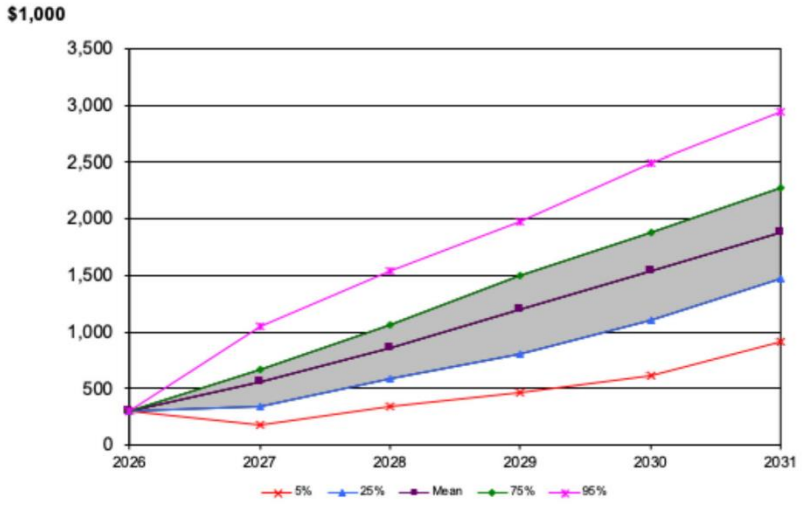


Note: Percentages indicate the probability that Net Farm Income is below the indicated level.
The shaded area contains 50% of the projected outcomes.

TEXAS A&M AGRILIFE EXTENSION

FARM Assistance Planning Solutions

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.

TEXAS A&M AGRILIFE EXTENSION

FARM Assistance Planning Solutions

STILES FARM FOUNDATION
Itemized Operating Budget

	2026 Actual (Estimate)	2027 Budget
Operating Revenue		
Cotton	$ 155,961	$ 137,237
Grain	685,716	628,920
Hay	20,000	20,000
Specialty Production	20,000	22,000
Cattle	174,476	209,240
Farm Program Income	8,504	11,700
Total Operating Revenue	**$ 1,064,657**	**$ 1,029,097**
Operating Expense		
Grain Combine/Haul/Storage	52,875	41,267
Fertilizer	210,336	147,800
Hay Baling	7,000	10,125
Chemicals	55,093	72,728
Aerial Spraying	11,984	12,000
Contract Services	29,195	20,380
Seed	127,571	120,250
Total Crop Production	**$ 494,054**	**$ 424,550**
Feed	9,000	22,690
Veterinary	1,700	1,638
Total Livestock Production	**$ 10,700**	**$ 24,328**
Accounting	3,700	4,000
Audit	10,609	10,500
Insurance	65,000	50,650
Management Services	124,000	124,234
Salaries and Wages	75,000	96,000
Office Expense	3,300	3,000
Building Maintenance	14,000	15,000
Equipment Repairs	20,700	15,000
Equipment Rental	25,723	20,000
Dirt Work, Landscaping	2,600	3,000
Payroll Taxes	4,000	4,500
Dues and Subscriptions	200	600
Licenses, Fees, and Permits	100	600
Telephone/Internet	4,200	3,400
Vehicle Inspection	200	200
Tires, Fuel, Lube	18,000	18,000
Tools and Farm Supplies	3,000	5,000
Travel and Conferences	1,000	2,500
Bank Charges	-	100
Utilities	8,500	6,000
Total Admin and General Expense	**$ 383,832**	**$ 382,284**
Depreciation	**$ 75,000**	**$ 78,160**
Total Operating Expenses	**$ 963,586**	**$ 909,322**
Net Income (loss) from Operations	**$ 101,071**	**$ 119,775**

THE STILES FARM FOUNDATION

ORGANIZATION

The Stiles Farm Foundation was established under the terms of the will of the late J.V. and H.A. Stiles in September 1961. The property was devised to the Board of Regents of The Texas A&M University System (A&M System) as trustees of the trust known as the Stiles Farm Foundation.

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, faculty with the agency working in collaboration with Texas A&M AgriLife Research, establish demonstrations where research-proven practices are incorporated into the ongoing farming operation. The farm works toward the goal of assisting farmers in obtaining better yields, improving quality, and increasing efficiency.

The Stiles Farm Foundation further benefits the public service and educational efforts of the agricultural state agencies of the A&M 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 completes an annual independent audit of its financial statements. The audit is conducted by Maese Fulmer CPA, PLLC in accordance with auditing standards generally accepted in the United States of America (U.S. GAAS).

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 / Expense Recognition

The farm recognizes revenue from grain and hay at the time of harvest. Revenue from cattle is recognized at the time of birth. 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 in the amount inventoried and the amount realized.

Government farm program assistance payments are recorded as revenue in the year they are received. Royalty income is recorded as income in the year received.

Expenses are recorded when incurred in accordance with the accrual basis of accounting.

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 are 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 Stiles Farm Foundation does not have activities subject to federal or state income taxes. However, it does file a Form 990, Return for Organizations Exempt from Federal Income Taxes with the IRS.

E. Restricted Investments

The Trustees of the Foundation have established a policy that proceeds from the sale of 501.92 acres of land 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. On August 31, 2026, cash balances and investments totaled $1,577,257, which includes $1,400,435 in an investment pool under the direction of the A&M System and $176,822 in a bank money market account for future use.

F. Cash Flow

The nature of dryland row-crop farming requires substantial cash 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 each 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 the costs of planting and production are incurred. Cash not needed for operations resides in an investment pool.

Two capital improvement tractor purchases were made between 2021 and 2022 to replace older equipment. These tractors are being financed through long-term low-interest leases with an option to buy them at the end of each 60-month term. The equipment lease payments are reflected in the budget as equipment rental. However, after 60 months, the line item will be reduced as the tractor purchases are completed.

G. Personal Services

The Stiles Farm Foundation Trustees provide management and 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. Farm housing is provided for the farm manager to reside at the Stiles Farm Foundation headquarters location.

The Stiles Farm Foundation currently employs two full-time farm laborers and a part-time secretary. Hourly wages for these positions range from $14.25 to $15.50. Full-time employees are also given the option of residing in rent-free housing on the farm.

*Certified by the general counsel or other appropriate attorney as confidential or information that may be withheld from public disclosure in accordance with Tex. Gov't Code § 551.1281; Tex. Gov't Code §§ 552.104 & .1235, and Tex. Ed. Code § 51.951.