



Provost & Executive Vice President
Texas A&M University
College Station, Texas

THE OPPORTUNITY

Texas A&M University (Texas A&M), a member of the Association of American Universities (AAU) and Association of Public and Land-grant Universities (APLU), and the flagship institution of The Texas A&M University System, invites applications and nominations for the position of Provost and Executive Vice President. Founded in 1876 as Texas's land-grant university, Texas A&M is now one of the nation's largest and most influential public research universities, enrolling more than 81,000 students across 17 colleges and schools, employing nearly 4,400 faculty members, and supporting an annual research enterprise exceeding \$1.4 billion. As the University's chief academic officer and a key partner to President Susan Ballabina, the Provost will help shape the future of a university distinguished by its scale, public impact, rich traditions, and enduring commitment to serving Texas and beyond.

The next Provost will join Texas A&M at a defining moment. As the University looks beyond its 150th anniversary, it is launching an ambitious vision, Beyond 150: One University for Good, for its next era, one that builds on its Core Values of excellence, integrity, leadership, loyalty, respect, and selfless service, positioning the institution to respond to the changing needs of students, the State of Texas, and society. Grounded in the University's land-grant ethos, the Provost will help shape the academic priorities and institutional priorities that will guide Texas A&M through this next chapter and strengthen its ability to meet the needs of an evolving research and higher education landscape.

Texas A&M seeks an experienced academic leader and accomplished scholar with the judgment, vision, strategic acumen, communication skills and collaborative spirit to partner effectively with the President, deans, faculty, and academic leaders in advancing the University's mission and priorities. The successful candidate will bring a record of advancing academic quality, faculty excellence in teaching and research, student success, and institutional strategy, as well as a demonstrated ability to build alignment across complex organizations, communicate effectively, support transformative educational experiences,

strengthen discovery and innovation, and cultivate productive partnerships that advance the University's impact. The university seeks a leader who recognizes the current challenges facing higher education broadly and can lead the academic enterprise in building trust internally and externally.

A search committee has been formed and will be supported in this recruitment by Isaacson, Miller, the national executive search firm. Confidential inquiries, nominations, and applications may be directed to the firm as indicated at the end of this document.

ABOUT TEXAS A&M UNIVERSITY

The history of Texas A&M dates back 150 years to 1876, when the university was established under the Morrill Act, which was approved by the United States Congress on July 2, 1862. What began as an all-male, military, land-grant university tailored to educate rural students would mature and expand dramatically over nearly 150 years, reflecting the State's economic and population growth.

Today, Texas A&M spans nearly 5,200 acres and offers more than 140 undergraduate degree programs, 170 master's degree programs, and more than 90 doctoral degree programs across [17 colleges and schools](#). More information on Texas A&M's colleges and schools, branch campuses, and additional locations, including the Higher Education Center at McAllen, School of Law in Fort Worth, Texas A&M University -Washington, DC, and the seven locations of [Texas A&M Health](#), including Dallas and Houston, can be found [here](#).

Texas A&M operates within [The Texas A&M University System](#). The A&M System comprises 12 universities, a comprehensive health science center, eight state agencies, Texas A&M–Fort Worth, and Texas A&M–RELLIS. As the flagship university of the A&M System, Texas A&M University serves 46% of all students in the System's 12 universities. As one of the largest public institutions in the nation, Texas A&M has become a national leader in education, discovery, and public service while fulfilling its land-, sea-, and space-grant mission. It has risen to No. 12 nationally among public institutions and No. 1 among public universities in Texas in the *Wall Street Journal* rankings. This recognition follows another strong showing in the *US News & World Report* 2025-26 rankings, where Texas A&M ranked No. 21 among all public universities and No. 13 for Best Value among public institutions, reflecting its dedication to providing accessible, high-quality education.

Texas A&M's faculty are central to the University's academic and [research enterprise](#). Including three Nobel laureates and 55 National Academy members, its faculty comprise nationally and internationally recognized scholars, educators, and innovators whose work advances discovery across disciplines and contributes to the University's impact across Texas and beyond. Through their teaching, scholarship, and engagement, faculty help prepare future leaders while addressing complex challenges facing society.

Texas A&M students are highly engaged outside of the classroom. Aggies participate in over 1,300 student organizations which include 58 internationally affiliated or local Greek-letter organizations. Further, [the Corps of Cadets](#) is Texas A&M's oldest and most visible student organization and is composed of more

than 2,300 cadets. Texas A&M is a proud member and powerhouse of the Southeastern Conference. More than 550 Aggies compete at the NCAA Division 1-A level in 20 varsity sports. Current and former students are united through [Texas A&M traditions](#), which build camaraderie and foster the Aggie spirit—a sense of belonging and a calling to serve.

With nearly 600,000 Aggies worldwide, Texas A&M is home to one of the largest and most engaged former student networks of any major university, whose members represent a variety of industries and serve as pillars in their communities. Our former students live by the saying “Once an Aggie, always an Aggie,” and are connected by the distinctive Aggie Ring. Aggies demonstrate their deep-rooted loyalty to Texas A&M through their contributions and participation in [Texas A&M Affiliated Organizations](#). Texas A&M University and its affiliated organizations have a combined endowment greater than \$20 billion to annually support faculty and students, which is the second-largest endowment among public institutions.

LEADERSHIP

Dr. [Susan Ballabina](#) was named the 28th president of Texas A&M University on May 6, 2026. With more than three decades of distinguished service within The Texas A&M University System, she is widely respected for her institutional knowledge, strategic leadership, and collaborative approach. Throughout her career, President Ballabina has played an integral role in advancing systemwide priorities, strengthening external partnerships, and supporting initiatives that expand the university’s impact across Texas and beyond.

Prior to her appointment as president, President Ballabina served as executive vice chancellor for the A&M System and as chief of staff to the president of Texas A&M. She also served as the university’s senior vice president for academic and strategic collaborations and external affairs officer, leading major strategic partnerships, elevating community engagement, and championing key academic initiatives.

Throughout her career, President Ballabina has spearheaded transformative initiatives such as Healthy Texas, cultivated landmark partnerships like the Aplin Center and coordinated statewide disaster recovery efforts—including the Governor’s Commission to Rebuild Texas following Hurricane Harvey—demonstrating her lifelong dedication to advancing Texas A&M’s land-grant mission.

She began her career with Texas A&M AgriLife Extension in 1994 as a county extension agent, later serving as a regional program leader. She went on to serve as deputy vice chancellor and chief operating officer for Texas A&M AgriLife, overseeing operations, strategic planning and statewide programs serving communities across Texas.

ROLE OF THE PROVOST & EXECUTIVE VICE PRESIDENT

Reporting to the President and serving as the University's chief academic officer, the Provost & Executive Vice President provides leadership for Texas A&M's academic enterprise, overseeing academic strategy, the faculty, academic programs, and implementing key institutional priorities. The Provost is responsible

for promoting academic quality and integrity, supporting faculty achievement, advancing research and scholarship, and fostering student success across the University's colleges and schools.

The Office of the Provost translates institutional priorities into coordinated action. Its portfolio encompasses academic affairs, faculty affairs, graduate and professional education, enrollment management, global engagement, academic financial strategy, and university libraries, among other areas central to the University's academic mission. In addition to oversight of these academic areas, the Provost, as Executive Vice President, serves an important role in ensuring alignment across the university's administrative leadership with the academic enterprise.

In parallel, the Office enhances its own effectiveness through leadership onboarding, coordinated support for academic units, and investments in the development and recognition of its 815 staff members, enabling the organization to operate with effectiveness, accountability, and a shared commitment to service.

Reporting to the Provost are the deans of [Texas A&M's 17 colleges and schools](#); the Vice Provost for Faculty Affairs; Vice Provost for Academic Affairs; Associate Provost and Dean of the Graduate and Professional School; Associate Vice President for Enrollment Management and Chief Enrollment Officer; Associate Vice President for Global Engagement; University Librarian and Assistant Provost; Assistant Vice President and Chief of Staff to the Provost; Associate Provost for Faculty Advocacy; and Associate Vice President for Academic Financial Strategy. The Provost also has responsibility for the academic enterprise at the University's satellite and remote campuses.

The Provost, working closely with the President's Cabinet, serves as a key partner aligning academic priorities with the University's financial resources, capital planning and administrative resources. This collaboration includes stewardship of a university budget of nearly \$3.2 billion annually and planning related to over \$3 billion in active and anticipated capital construction and improvement projects over the next five years.

In addition, the Provost works closely with the [Texas A&M University System](#), affiliated state agencies, and philanthropic organizations to advance institutional priorities and support the University's mission.

KEY OPPORTUNITIES AND CHALLENGES FOR THE NEXT PROVOST

The next Provost will address the following opportunities and challenges:

Advance a connected and effective academic enterprise.

Texas A&M is unique in its breadth and relationships with other state agencies and philanthropic organizations that align with the university's vision. The next Provost will play a central role in translating Texas A&M's emerging vision and strategic priorities into coordinated action and measurable progress. Working across colleges and schools, multiple campuses and locations, health-related programs, administrative divisions, affiliated state agencies, and philanthropic partners, the Provost will foster

collaboration around shared priorities while respecting the distinctive strengths and responsibilities of individual units. This “one university” concept is a driving force in the university’s vision and requires a leader who will foster collaboration toward action.

The Provost will also ensure that the Office of the Provost serves as a strategic and effective partner to the University’s colleges, schools, and academic leaders, providing the leadership, coordination, and support necessary to advance institutional priorities and enable excellence across the academic enterprise. Additionally, the Provost will foster an environment where intentionality and purpose drive faculty and staff engagement, and employees are enabled to do their best work. By improving coordination, clarifying priorities, and enhancing organizational capacity, the Provost will help position Texas A&M to advance its academic mission and strategic ambitions with greater focus, responsiveness, and impact.

Shape a distinctive and transformative student experience.

Texas A&M seeks to prepare students not only for their first job, advanced study, or professional practice, but for lives of leadership and service in a rapidly changing society. The Provost will lead efforts to make undergraduate, graduate, and professional education more agile, accessible, and responsive to emerging knowledge and workforce needs, while safeguarding academic depth and quality. Priorities include advancing teaching excellence, expanding experiential and interdisciplinary learning opportunities, strengthening mentorship and advising, exploring flexible and stackable learning pathways, and embedding digital, data, and AI literacy in disciplinary appropriate ways. The Provost must ensure that academic innovation enhances the distinctive Aggie experience and reaches students across programs, modalities, campuses, and locations, supporting the educational, research, and career aspirations of undergraduate, graduate, and professional students.

Champion faculty excellence and success.

The next Provost will recruit, retain, develop, and support outstanding scholars and educators across the full faculty career lifecycle. They will work with deans and faculty leaders to sustain rigorous standards, strengthen mentoring and leadership development, recognize excellence in teaching and scholarship, and ensure that university policies, processes and administrative systems enable faculty to do their best work. The Provost will also cultivate and promote an environment of open communication, civil discourse, and mutual respect, listening carefully to faculty perspectives and engaging them meaningfully in decisions that shape the academic mission, reduce administrative burden and enable faculty excellence. This includes regular engagement with faculty committees.

Strengthen research, discovery, and innovation.

Texas A&M has a research enterprise of exceptional scale and public purpose. The Provost will partner closely with the Vice President for Research, deans, faculty, health leaders, and agency partners to reduce barriers to collaboration, support disciplinary excellence, and foster the culture and conditions for interdisciplinary teams, thereby enabling research that anticipates and addresses challenges facing our

local, national and global communities. This will require aligning academic structures and incentives with collaboration, supporting a modern research and learning infrastructure, strengthening faculty and encouraging their innovation, entrepreneurship, and public impact. The Provost will help ensure that academic planning, faculty strategy, graduate education, and health-related initiatives reinforce the University's research ambitions and contribute to the well-being of Texas and beyond.

Elevate the university's health enterprise.

The Provost, in partnership with the Senior Vice President for Health, will advance health as a university-wide scholarly endeavor, fostering research, education, and innovation across all colleges and schools, recognizing that every discipline has the potential to contribute to health and well-being. Health science centers across the nation are grappling with unique challenges, from coordinating and facilitating clinical opportunities, which include addressing shifting health care costs and models, to impact-driven approaches that seek to advance real-world solutions to health issues and policy. Despite these challenges, health-related academic and research enterprises serve a crucial role in the state and nation's ability to advance human health. Texas A&M University's approach will require a re-envisioning of its health enterprise to incorporate and support all health-related programming.

Advance Texas A&M's leadership and impact.

As the flagship institution of a major public university system, Texas A&M plays an important role in supporting the state's workforce, economic vitality, and public well-being. The Provost will help ensure that academic programs, research priorities, and student opportunities remain responsive to the evolving needs of Texas while strengthening relationships with industry, government, nonprofit organizations, and communities across the state. The Provost will work with internal and external partners to enhance the University's impact as a land-grant institution committed to public service. As a visible academic leader, the Provost will also help strengthen Texas A&M's influence in conversations shaping the future of higher education, research, workforce development, and public service.

Cultivate a thriving academic community.

The next Provost will help foster an academic environment characterized by excellence, engagement, collegiality, and shared stewardship of the institution. Working closely with faculty, deans, staff, and undergraduate, graduate, and professional students, the Provost will champion the Aggie Core Values and traditions that distinguish Texas A&M while encouraging thoughtful dialogue, intellectual rigor, and active participation in university life. Through visible leadership and a commitment to partnership, the Provost will help sustain a community in which individuals feel connected to the institution's mission and invested in its future.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will be an experienced academic leader and accomplished scholar with the stature, judgment, and collaborative orientation to guide a large, complex, and highly ambitious public

research university. Candidates should demonstrate many of the following qualifications and characteristics:

- A distinguished record of scholarship and teaching that merits appointment at the rank of professor in an academic unit at Texas A&M;
- Substantial and progressively responsible academic leadership experience at a complex research university, with a record of advancing academic quality, faculty excellence, and student success;
- A deep understanding of the missions, opportunities, and obligations of a public land-grant university, including the relationship among teaching, research, service, and engagement;
- Demonstrated ability to develop and execute academic strategy, set priorities, allocate resources responsibly, and use evidence to assess progress and make decisions;
- A strong record of recruiting, retaining, developing, and supporting outstanding faculty and academic leaders, with a clear commitment to shared governance and meaningful faculty engagement;
- Experience leading across disciplinary and organizational boundaries and building productive partnerships among colleges, schools, research units, health programs, administrative divisions, and external stakeholders;
- A sophisticated understanding of the distinct pedagogical, funding, and career-outcome dynamics across undergraduate, graduate, and professional education as well as the changing expectations facing higher education, including technology, AI, workforce alignment, affordability, and public trust;
- The capacity to partner effectively with research leadership to strengthen disciplinary and interdisciplinary scholarship, graduate education, innovation, and external engagement;
- Experience supporting the advancement of a university's health enterprise with an understanding of the unique needs associated with cultivating strong, stable clinical partnerships that advance student and research outcomes, while improving faculty recruitment and retention;
- Strong financial and operational acumen, including experience aligning enrollment, academic programs, personnel, facilities, technology, and other resources with institutional priorities;
- Exceptional communication and interpersonal skills, including the ability to listen with curiosity, communicate complex decisions clearly, navigate disagreement, and build trust across varied constituencies;
- A leadership style marked by integrity, humility, courage, transparency, sound judgment, and respect for institutional culture and tradition; and
- An evident commitment to Texas A&M's Core Values of excellence, integrity, leadership, loyalty, respect, and selfless service.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the

Isaacson, Miller website: <https://www.imsearch.com/open-searches/texas-am-university/provost-and-executive-vice-president>.

Andy Lee, Managing Partner
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Isaacson, Miller

Electronic submission of materials is required.

The Texas A&M University System shall provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation or gender identity and will strive to achieve full and equal employment opportunity through the System for faculty and staff employees. More information on Texas A&M's Equal Employment Opportunity policy, please visit this [website](#).

This document has been prepared based on the information provided by Texas A&M University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Texas A&M University would supersede any conflicting information in this document.