Search for the Vice Chancellor for Engineering
Dean of the College of Engineering
Director of Texas A&M Engineering Experiment Station

Texas A&M University
College Station, Texas

THE SEARCH

The Texas A&M University System (System), Texas A&M University (University), and Texas A&M Engineering Experiment Station (TEES) are seeking a visionary leader to serve as Vice Chancellor for Engineering, Dean of the College of Engineering, and Director of TEES. This multi-faceted role provides academic, operational, and strategic leadership for engineering at the campus, system, and state agency levels.

The Vice Chancellor for Engineering is the Chief Executive Officer of the Texas A&M System's Engineering Program, which includes TEES, the Texas A&M Engineering Extension Service (TEEX), the Texas A&M Transportation Institute (TTI), and Texas A&M's College of Engineering. This role reports to the System Chancellor in matters relating to research and service agencies and to the University President through the Provost in matters relating to the College of Engineering. This position is responsible for management, planning, resource and personnel development, and external relations for TEES, TEEX, TTI, and TAMU's College of Engineering. The position recommends the appointment, reappointment, or reassignment of the Directors and Associate Directors of the engineering agencies and services as well as the department heads of the College of Engineering. In addition, this position acts for and represents the Chancellor in matters relating to the Engineering Program and is responsible for coordinating and developing mutually supportive relationships among the parts of the Engineering Program and with other relevant academic and research institutions within and outside the State.

The Vice Chancellor and Dean administer funds of approximately $557M per year; the College of Engineering has an annual budget of approximately $170M with over 1,000 employees, and the combined agencies have an annual budget of approximately $387M with over 3,000 employees and facilities

throughout the state. The Vice Chancellor and Dean will have excellent administrative support across the state to assist with accomplishing the demands of the position.

They will have the vision, skills, and experience to lead complex organizations and to develop and enhance the academic, research, technology, service, and extension missions of these organizations to better serve the State of Texas and the nation as a leading land-grant university in the United States. This role reports to the System Chancellor in matters relating to research and service agencies and to the University President through the Provost in matters relating to the College of Engineering. They will lead strategy and carry on a successful vision that has yielded notable achievements, including: significant enrollment growth (now numbering over 23,000 engineering students), a rise in national rankings (the College is ranked among the top 10 engineering programs nationally), increased collaboration with industry, and deeper ties with national labs, agencies, and other stakeholders in the national research and development infrastructure (the institution has a significant research profile with the College ranking 3rd nationally in research expenditures among colleges of engineering, and the University as a whole ranking in the top 20 nationally with $1.147 billion of research expenditures in FY 21).

They will embrace big ideas, support innovative teaching and training that pushes the boundaries of traditional academic models and inspire the next generation of engineers through a rigorous curriculum that integrates theory-based learning and research with hands-on application. To succeed in this role, they must embody the Aggie Core Values of Excellence, Integrity, Leadership, Loyalty, Respect and Selfless Service. They must also have the ability to build bridges and engage stakeholders with various viewpoints in order to form strong, lasting, and supportive partnerships.

Texas A&M University has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

BACKGROUND

Texas A&M University System

The Texas A&M University System is one of the largest systems of higher education in the nation, with a budget of $7.2 billion. Through a statewide network of 11 universities, a comprehensive health science center, eight state agencies, and the RELLIS Campus, the Texas A&M System educates more than 152,000 students and makes more than 24 million additional educational contacts through service and outreach programs each year. System-wide, research and development expenditures exceed $1.2 billion and help drive the state's economy.

Texas A&M University

Texas A&M University, the flagship university of the System, is in Central Texas and within a two-hour drive of city centers with 26 million of the state's 28 million residents. The University is home to more than 74,000 students, making it the largest in the United States with over 135 undergraduate degree programs, over 175 master's degree programs, and over 90 doctoral degree programs. As a member of the Association of American Universities (AAU) and an R1 Carnegie classification of very high research activity, Texas A&M boasts over $1.1 billion in annual research expenditures, which ranks #9 among public universities, according to the National Science Foundation (NSF) Higher Education Research and Development (HERD) survey (FY2021). Texas A&M ranks among the very top in many programs, including engineering, agriculture, and veterinary medicine, according to U.S. News & World Report, and was recently designated as a Hispanic Serving Institution (HSI) by the U.S. Department of Education.

The College of Engineering

The College of Engineering at Texas A&M University is one of the most highly recognized engineering programs in the nation, ranked 7th and 6th in undergraduate and graduate education, respectively, among public institutions according to the *U.S. News & World Report,* with many of its 15 academic departments highly ranked. Texas A&M Engineering is also one of the largest programs in the nation with over 23,000 students and over 700 faculty and one the largest research portfolios in the nation with over $350M in annual research expenditures.

The College's physical home, the Zachry Engineering Education Complex, is the largest academic building on the Texas A&M University campus and is unlike any other facility in the nation. The 525,000-square-foot complex completely modernized the original Zachry Engineering Center that it replaced and includes the additions of the SuSu and Mark A. Fischer '72 Engineering Design Center and expansive instructional labs. It also houses one of the largest active learning spaces in the country with eighteen 96-person learning studios, fourteen 48-person learning studios, one 36-person learning studio, and five 24-person learning studios. The complex revolutionizes the way the University delivers education to undergraduate students with its student-centered design and modern learning techniques and technology.

The 25 by 25 initiative

The College of Engineering's transformational education program is designed to increase access for qualified students to pursue engineering education at Texas A&M University and grow total enrollment to 25,000 students by 2025. This includes students on its College Station, Galveston, Qatar, and McAllen campuses, online master's degree students, and students in its statewide engineering academies. The initiative began in 2013 to address the critical and growing demand for engineers in Texas and across the nation. Success is being achieved through several programs with a focus on increasing retention, providing access to an engineering degree at off-campus locations, expanding online master's programs, and modest on-campus undergraduate and graduate student growth.

Texas A&M Engineering Experiment Station (TEES)

TEES is the engineering research state agency for the System with a focus on basic and applied research in areas including, but not limited to, national security, energy, health care, infrastructure, and manufacturing. It provides cutting-edge solutions to global technical challenges and has been performing quality engineering research and developing technology to address state and national problems for about 100 years. TEES partners with industries, communities, government agencies, and academic institutions to find solutions to improve quality of life, foster economic development and enhance education.

Texas A&M Engineering Extension Service (TEEX)

TEEX is an internationally recognized leader in emergency response training, workforce training, and technical assistance, serving more than 174,000 people from every U.S. state and 109 countries worldwide. Programs include emergency services, infrastructure, safety, law enforcement, cybersecurity, economic development, and workforce development. TEEX sponsors the state's elite search and rescue teams, Texas A&M Task Force 1, and Texas Task Force 2. TEEX also operates the world's most comprehensive emergency operations training complex. Brayton Fire Training Field boasts 132 training stations and live-fire props, while Disaster City® is a 52-acre mock community with collapsed buildings and rubble piles for urban search and rescue training. The state-of-the-art Emergency Operations Training Center uses computer-based simulations for incident management training. TEEX is also home to the National Emergency Response and Rescue Training Center, which has been preparing emergency responders to combat natural and human-made disasters since 1998.

Texas A&M Transportation Institute (TTI)

TTI develops solutions to the problems and challenges facing all modes of transportation. The institute conducts over 700 research projects annually with about 200 sponsors at all levels of government and the private sector, with almost $75M in annual research expenditures. Recognized as one of the premier higher education-affiliated transportation research agencies in the nation, TTI's research and development program has made significant breakthroughs across all facets of the transportation system. TTI research is widely known as an excellent value with a proven impact of saving lives, time, and resources. With headquarters at Texas A&M-RELLIS in Bryan, the institute maintains a full-service safety proving grounds facility; environmental and emissions facility; sediment and erosion control laboratory; visibility research laboratory; and driving simulation laboratory, as well as other laboratories, including pavements, materials, and structures labs in the Center for Infrastructure Renewal. TTI has seven urban offices in Texas and offices in Washington, D.C., and Mexico City, Mexico.

Texas A&M-RELLIS Campus

The Texas A&M University System RELLIS Campus is more than a research and educational facility. It is an ecosystem of transformative innovation like few others in the world, built to close the loop between

research and implementation in an array of industries. Through partnerships with Texas A&M University System, Blinn College, workforce training organizations, and the private sector, RELLIS is the first integrated education, research, and testing institution in the state of Texas. Designed to serve as a bridge between the commercial interests of its corporate partners and the considerable resources available through the Texas A&M University System, RELLIS partners benefit from access to a rich pool of talent, extensive knowledge, and innovative technology. This access allows the RELLIS Campus to support the competitive position of firms by enabling companies to produce higher-quality, lower-cost products and implement more efficient processes. Value-added service offerings, coupled with cutting-edge facilities and research infrastructure, translate into a competitive advantage in commercializing new technologies.

LEADERSHIP

Chancellor

John Sharp was appointed Chancellor of The Texas A&M University System by the Board of Regents on Sept. 6, 2011. Chancellor Sharp leads one of the largest systems in the country and brings with him more than three decades of public service. He earned a bachelor's degree in political science from Texas A&M University in 1972, where he was a member of the Corps staff of the Corps of Cadets, a member of the 1972 rugby team, and was elected student body president. Upon graduation, Sharp was commissioned as a second lieutenant in the United States Army Reserve. In 1976, Sharp received a master's degree in public administration from Southwest Texas State University while working full-time with the Legislative Budget Board in Austin. In 1978, he opened a one-man real estate firm in Victoria and became a successful small business owner. That same year he was elected to the Texas House of Representatives. In 1982, he won a seat in the Texas Senate, and four years later, he was elected to the Texas Railroad Commission. He also was elected state comptroller in 1990 and re-elected in 1994.

Interim President

General (Ret.) Mark A. Welsh III was named interim president of Texas A&M University on July 30, 2023.

He previously served as dean of the Bush School of Government and Public Service after retiring from the U.S. Air Force. Welsh, who was born in San Antonio, earned a Bachelor of Science degree from the U.S. Air Force Academy and a Master of Science degree in computer resource management from Webster University, and graduated from the Army Command and General Staff College, the Air War College and the National War College. He was a fellow of Seminar XXI at the Massachusetts Institute of Technology, a fellow of the National Security Studies Program of Syracuse University and Johns Hopkins University, a fellow of Ukrainian Security Studies at the John F. Kennedy School of Government at Harvard University, a fellow of the Pinnacle Course of the National Defense University and a graduate of the General Manager Program at the Harvard Business School. During his long military career, he received numerous awards and decorations, including the Defense Distinguished Service Medal with oak leaf cluster, Distinguished Service Medal with oak leaf cluster, Defense Superior Service Medal with oak leaf cluster, Legion of Merit with oak leaf cluster and Distinguished Flying Cross with oak leaf cluster.

Welsh became the 20th Chief of Staff of the Air Force in August 2012, serving as the senior uniformed Air Force officer responsible for the organization, training and equipping of 664,000 active-duty Air National Guard, Air Force Reserve and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, he and other service chiefs functioned as military advisers to the Secretary of Defense, National Security Council and President. His most recent post was Commander of the U.S. Air Forces in Europe and Commander of NATO's Air Command at Ramstein Air Base in Germany. He also served as Associate Director of Military Affairs at the Central Intelligence Agency and as Commandant of the United States Air Force Academy.

CHALLENGES AND OPPORTUNITIES

The Vice Chancellor for Engineering and Dean of the College of Engineering will face the following key opportunities and specific challenges.

Provide leadership and strategic planning to achieve bold ambitions

The Vice Chancellor and Dean will promote excellence in, and provide visionary guidance and strategic direction to, the multiple missions of the College and the Agencies. They will serve as a state and national leader and spokesperson for engineering and the land-grant university. One example of these bold ambitions is the College's overarching goal to be ranked as the number one engineering program among public institutions in the United States. Increasing research expenditures, enhancing research infrastructure and scholarship, responding to the needs of the people of Texas, and contributing to the strength of the state's economy are also foundational to the success of the College and the System. Making progress towards these aims will require developing strategic and collaborative goals, objectives, and plans with the University President and other System institutional administrators. Prioritizing mission and placing cooperation up and down leadership lines ahead of exercising control will be critical to succeeding in one of the nation's fastest growing states and university systems.

Promote robust collaborations to unlock the full potential of capabilities

The size and breadth of this role create natural opportunities for the Vice Chancellor and Dean to enhance and expand relationships with all engineering stakeholders, including but not limited to the University and System communities, federal and state government officials, private industry, public agencies and organizations, and professional associations. A recent agreement with NASA, the creation of the Bush Combat Development Complex, and engagement on CHIPS Act legislation at both the national and state levels signify the important role that the College is poised to play in influencing national research priorities, supporting national defense, and creating new models for robust academic-industrial partnerships. Succeeding in these endeavors will require the encouragement and support of interdisciplinary, multi-agency, and multi-national appointments and collaborations, as well as coordination of Federal and State legislative agendas. This position also holds key responsibilities to coordinate engineering priorities across System member institutions. Strengthening the connectivity of and integration with the RELLIS campus is one example of important cross-discipline and cross-institution engagement. Succeeding in these efforts will require coordinating activities with the other academic deans and key leadership across the University and System.

Pursue philanthropy and revenue to expand capacity and reach

Raising funds from private sources, including major foundations, and seeking out revenue-generating programs, grants, and partnerships will be a priority for the Vice Chancellor and Dean. External funding is critical to supporting initiatives that support the retention and recruitment of students and faculty, build and maintain state-of-the-art infrastructure, pioneer transformative research, and advance the institution's academic and service missions. They will secure and steward long-term investments by articulating a compelling vision to key stakeholders, alumni, and potential corporate and private donors – inspiring them to support the College and Agencies. They will work with the development team to engage with partners that are hungry for big ideas and establish philanthropic partnerships and relationships to attract large donations that align with strategic priorities.

Oversee College operations, elevating its research profile, capacity, faculty, and staff

The College is at a critical period of growth and improvement. Through the success of the "25 by 25" initiative and other initiatives guided by the College's last strategic plan, the College has elevated its academic programs, provided access to engineering education for more qualified students, enhanced and expanded its teaching and research facilities, recruited prestigious academic scholars and professors of practice, and been recognized nationally for its research expertise. The next Vice Chancellor and Dean will provide leadership to successfully complete the "25 by 25" initiative and continue efforts to recruit, develop, and retain faculty and other personnel to support the teaching, research, and extension functions. While this rapid growth has led to an influx of talented faculty and staff, it also highlights the importance of enabling this growth with the appropriate support structures. They will also foster an environment that protects academic freedom and stimulates scholarly and professional activity, as well as promotes these activities to address the needs of engineering stakeholders. It will also be critical to ensure the professional development, career guidance, and highest standard for appointment, promotion, and tenure of faculty and for all employees of Texas A&M Engineering.

Embody Aggie core values in service to and recognition of the university's history, culture, and traditions

Students, faculty, and staff at the University are united by the core values of respect, excellence, leadership, loyalty, integrity, and selfless service. These values are rooted in Texas A&M's founding as the state's first institution of public higher education and its status as one of only six senior military colleges in the United States (the University's Corps of Cadets is the largest uniformed body outside the national service academies). The priorities and vision set forth by the next Vice Chancellor and Dean will need to advance the institution while at the same time hold true to the heritage and traditions that underlie the University's distinctive character. As Texas A&M seeks a place of preeminence among public universities in the 21st century, leadership must be prepared to meet changes in higher education with initiatives that are rooted in a tradition of service and advance the land-, sea-, and space-grant missions of the institution.

QUALIFICATIONS AND EXPERIENCE

The search committee recognizes that no single candidate will bear all the ideal qualifications, but it seeks candidates with many of the following qualities, skills, and characteristics:

- An earned Doctor of Philosophy (Ph.D.) degree in engineering or closely-related field;
- Demonstrated effective record in a senior leadership-level role of an academic institution or an equally complex organization;
- Evidence of dynamic leadership, outstanding communication, and administrative skills to articulate an inspiring vision for the University's and Agencies' future;
- Demonstrated ability to mentor and develop faculty and staff;
- Demonstrated record of excellence in teaching and student mentorship;
- A proven record of leadership and commitment to enriching the learning and working environment by promoting a culture that respects all perspectives, talents & identities, as well as demonstrated success in engaging varied communities and perspectives in developing institutional priorities and strategies;
- Track record of external financial support and/or obtaining philanthropic financial support through fundraising;
- Demonstrated record of sustained external research funding and familiarity with federal and state funding agencies;
- Experience in innovation and entrepreneurship;
- Ability to work collaboratively with other deans and senior administrators to align the College's and Agencies' activities with the greater interests of Texas A&M University System & University;
- Seasoned financial and budgetary management skills;
- Accessible, approachable, authentic, genuine, supportive, and transparent individual with all engineering stakeholders;
- Ability to communicate and work with a variety of groups in a complex, dynamic environment that includes education and research;
- A level of professional credibility and personal charisma that allows them to attract and retain talented faculty and staff, inspire partnerships, and develop the internal and external ecosystem required for the College's and Agencies' success;
- A clear understanding of the modern educational landscape and the current national trends and priorities in research.

TO APPLY

All inquiries, nominations/referrals, and applications (including resume and letters of interest responding to the requirements outlined in the position profile) should be submitted via Isaacson, Miller's website:

Andrew Lee, Managing Partner
Raul Bernal, Senior Associate

Isaacson, Miller
https://www.imsearch.com/open-searches/texas-am-university-systemtexas-am-university-college-engineering/vice-chancellor

Electronic submission of application is required.

APPENDIX

Responsibilities

- Implements and supports the policies and goals of the Board of Regents, the Chancellor, and the President.
- Develops strategic goals, objectives, initiatives, and plans that will ensure program excellence, service to the engineering sector of the state and nation, and growth in stature and financial support of the engineering and extension programs.
- Promotes educational and program excellence, student service, and representation of Texas engineering interests that lead to growth in stature, advance the image, and strengthen the financial support of the System Engineering Program.
- Encourages and supports interdisciplinary, multi-agency and multi-institutional collaboration.
- Interacts collaboratively with current and former students, faculty, staff, administration, industrial leaders, state and federal government officials, private foundations, state and federal agencies, and others to help carry out the goals of the Engineering Program.
- Consults cooperatively with engineering faculty and other university shared university governance bodies, e.g., faculty senate, council of principal investigators, and the engineering faculty advisory council.
- Provides leadership and long-range vision to the Engineering Program, and to the state and national programs in the engineering sectors.
- Represents the System and Chancellor on engineering matters to advance mutual support of state, national, and international relationships and activities of the College, Agencies, and System members with state, national, and global partners.
- Supervise engineering Agency directors, College administrators, and department heads, and evaluating their performance in accordance with applicable rules and procedures.
- Ensures financial stewardship of the Engineering Program.
- Implements effective strategic sustained external financial support of the Engineering Program from philanthropic, federal, state, and local sources.
- Conducts periodic evaluations of administrative officers and takes appropriate actions related to their positions.
- Ensures professional development, career guidance, and the highest standards for appointment, promotion, and tenure of employees in the Engineering Program.
- Represents the Engineering Program with professional, industrial, legislative, public, and private agencies and organizations related to assigned area.

- Serves as spokesperson to the public for the Engineering Program.
- Serves on local, State, and national committees and advisory boards in the assigned area.
- Attends Board of Regent meetings representing the Engineering Program and interfaces with and provides information and testimony to state and federal entities regarding engineering matters.
- Other duties as assigned.

Additional Information

Follow the links below for more information about the System, College, and the three Agencies:

- The Texas A&M University System – http://www.tamus.edu/
- Texas A&M University – https://engineering.tamu.edu
- College of Engineering – https://engineering.tamu.edu
- Texas A&M Engineering Experiment Station – https://tees.tamu.edu
- Texas A&M Engineering Extension – https://teex.org
- Texas A&M Transportation Institute – https://tti.tamu.edu