



July 19, 2022

**MEMORANDUM**

**TO:** M. Katherine Banks, Ph.D.  
President

**FROM:** Mark Welsh   
Working Group Chair

**SUBJECT:** Implementation Memo – Working Group #12 – Bush School

**Recommendation to be Implemented:**

“Invest in and significantly expand the Bush School, including consolidation with the Department of Political Science and the International Studies Program.”

**Strategic Considerations:**

The strategic intent is to expand the impact of the Bush School of Government and Public Service, and the professional example of President George H.W. Bush, both here at Texas A&M University and around the country. The key factors in turning that vision into reality will be:

- Our ability to maintain a very clear focus on public service as the foundational principle of the school. It will remain our competitive advantage.
- The smooth integration of the Political Science (POLS) Department, its faculty, staff, students, and programs into the Bush School.
- The smooth integration of the International Studies (INTS) undergraduate degree into the Bush School, along with eight members of the College of Liberal Arts (CLLA) faculty who teach in that program. There is also the requirement for an MOU with residual INTS faculty in the College of Arts and Sciences that details responsibilities during the “teach out” of the INTS degree over the next 5-6 years.
- Developing new undergraduate degree programs in the Bush School’s International Affairs and Public Service and Administration departments. This will both expand the footprint and long-term impact of the Bush School and its Former Students and create opportunities for undergraduate students across campus to take elective courses at the Bush School.
- Ensuring the current faculty and staff of the Bush School, along with the incoming faculty and staff from CLLA, see this as the chance to develop a larger, more impactful school that merges the strengths of the existing Bush School departments with the strengths of POLS and INTS and allows us to collectively explore new and better ways to collaborate, educate, engage, and explore.

## Logistical Issues Addressed:

### Organization

- Developed a new organizational structure that incorporates department, faculty, and staff transfers, establishes new academic administrative leadership, and accounts for the centralization of university support functions (**Org Chart is at Attachment 1**).
- Decision was made to transfer POLS intact into the Bush School. It will become our third academic department. This is the best and most effective/efficient way to integrate POLS without losing momentum in their research portfolio or current undergraduate and doctoral programs. Co-signed a memo with the CLLA Dean requesting all POLS faculty and staff (including vacant positions) be transferred to the Bush School.
- We will integrate the International Studies program and the INTS faculty transferring with it into the Bush School's International Affairs Department. The former INTS faculty will initially focus on the teach out of the INTS degree students and help develop the new undergraduate degree program(s) in International Affairs, adding a highly valued cultural component to our already strong international affairs, international development, national security, and diplomacy course listings.

### People

- Identified specific INTS faculty positions/members required to transfer to the Bush School to enable oversight and execution of the International Studies degree program.
  - o Submitted a request for approval of those transfers (co-signed with the CLLA Dean), along with individual transfer memos, to VPFA. **Planned faculty position transfers are listed in Attachment 2.**
- Identified new faculty requirements to successfully meet the intent of President Bank's desire to expand the impact and stature of the Bush School. **New faculty requests and associated costs are outlined in Attachment 2.**
- Worked with the CLLA Dean to identify CLLA staff positions (administrative support and academic advisors) that should transfer to the Bush School as a "fair share" of overhead support to POLS and the International Studies program. Co-signed a memo with the Dean of Liberal Arts requesting HR approval for these transfers. **Planned staff transfers are listed in Attachment 3.** We have since agreed that one INTS academic advisor (versus the two originally agreed upon) will suffice for the number of INTS students who will transfer with the degree for the first year. Our new staff request includes an additional INTA academic advisor position we will need to fill prior to the new INTA undergraduate degree starting in Fall 2023.
- Identified all new staff requirements necessary to create the environment and provide the level of support that will allow the Bush School to provide an unmatched work and learning environment. **New staff requests and associated costs are listed in Attachment 3.**
- Worked with HR, IT, and Business Services teams to identify support requirements for the Bush School in the future. Reached tentative agreement on 2 additional Finance/Business positions, 1 additional HR support person and 3 additional IT techs. Those numbers are still working through their respective functional Working Groups.
- Reviewed salaries of all transferring POLS and INTS faculty to determine what would be required to bring their salaries to equity with current Bush School faculty. **The total amount required would be ~ \$2.5M per year** (details available on request). I met with both POLS and INTS faculty transferring into the Bush School to inform them that we do not currently have the funding to make that level of equity adjustment to their salaries and would have to work on this over time starting after 1 Sep 2022.

## Space Allocation

- After being allocated the third floor of the Allen Building, we planned for and then moved POLS into that space in late May. Offices in the Allen Building are also earmarked for all transferring INTS faculty and staff, as well as our requested new hires.
- Current Bush School student parking guidance has been adjusted to ensure sufficient parking for new faculty and staff. Parking permits for the Allen Building lot have been made available to new faculty and staff.
- While all current, inbound, newly assigned and requested Bush School personnel are either in place or have office space already identified in the Allen Building, the college still has serious shortfalls in medium-to-large classrooms and student functional space (study areas, undergraduate and graduate student lounges, multi-cultural space, etc.). The new undergraduate degree programs drive a sooner rather than later need to develop that space. We reviewed current space usage and then defined future requirements. That work led us to a requirement for approximately 100,000 sq. ft. of additional space, the equivalent of two floors of the current Allen Building. Whether we build an addition to the Allen Building, or a new stand-alone building, the TAMU Facilities office recommended we use \$600/sq. ft. in our cost estimation. The result is a **\$60M requirement for building the necessary additional space**. I am hopeful that TAMU will provide some level of financial assistance to meet that requirement. We will begin preliminary design work and fundraising for the project during the coming academic year.

## Endowed Accounts

- Identified CLLA endowed accounts supporting POLS faculty (3 Professorships) and INTS faculty transferring to the Bush School (1 Professorship) as well as scholarship accounts supporting POLS students (2 endowed excellence funds/2 non-endowed excellence funds) and INTS students (1 endowed scholarship/1 non-endowed excellence fund). Also identified a Library Professorship that will transfer to the Bush School with that former Library faculty member.
  - o Decided that CLLA would award scholarships for AY 22/23
  - o Scholarship and Endowed Faculty accounts will all transfer to the Bush School effective 1 Sep 2022.
  - o Endowed faculty accounts will remain with assigned faculty members until the end of the current term. Bush School will then work with the Texas A&M Foundation (TAMF) and the College of Arts and Sciences on long-term allocation of these accounts.
    - The endowed Library Professorship will return to Library Services at the end of its holder's current term
  - o Account transfer requests were coordinated with CLLA and TAMF and have been submitted for approval/execution

## **Major Challenges Encountered and Resolutions:**

- We did not have enough space for the faculty and staff additions to the Bush School. You solved that problem with your decision to allocate the third floor of the Allen Building for Bush School use – thank you!

**Key Logistical Issues to be Completed and Timeline:**

- Forming an ad hoc committee in August to finalize new Bush School By-Laws and recommend changes to college-level committee assignments to reflect the addition of POLS and INTS faculty to the school and to assign the specific faculty expertise required for those committees to do their job successfully. Preliminary work on these tasks was already accomplished by a Working Group sub-committee. **(Complete NLT 1 Sep)**
- There was not enough space on the newly allocated third floor of the Allen Building for the two POLS computer labs. Those labs also need to stay in their current location until after summer academic sessions are complete. Developed a plan to return the two computer labs to space they previously occupied on the second floor of the Allen Building. We will do so as soon as summer session ends. **(Complete NLT 20 Aug)**
- Waiting on final plans for Facilities, HR, Business Services, and IT centralization and support. Position descriptions for billets directly supporting colleges are not yet finalized, preventing a clear understanding of potential orphaned duties. For the Bush School, this is most concerning in the case of our Facilities Manager. His duties go well beyond the standard facility coordinator's role and are a huge part of the Bush Center partnership with the Presidential Library and the George and Barbara Bush Foundation. I have discussed these concerns with Stephen Franklin and am waiting for a promised second meeting to finalize the plan for this position. My preference remains to have this position report directly to the Dean of the Bush School and not be part of facilities centralization because it is so central to the critical coordination between all elements of the Bush Center and the university, but I understand that is not my decision. I do think it is worthy of your consideration and would be happy to discuss in detail. **(Complete NLT 15 Aug)**

Approved:



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M. Katherine Banks, Ph.D.  
President

August 12, 2022

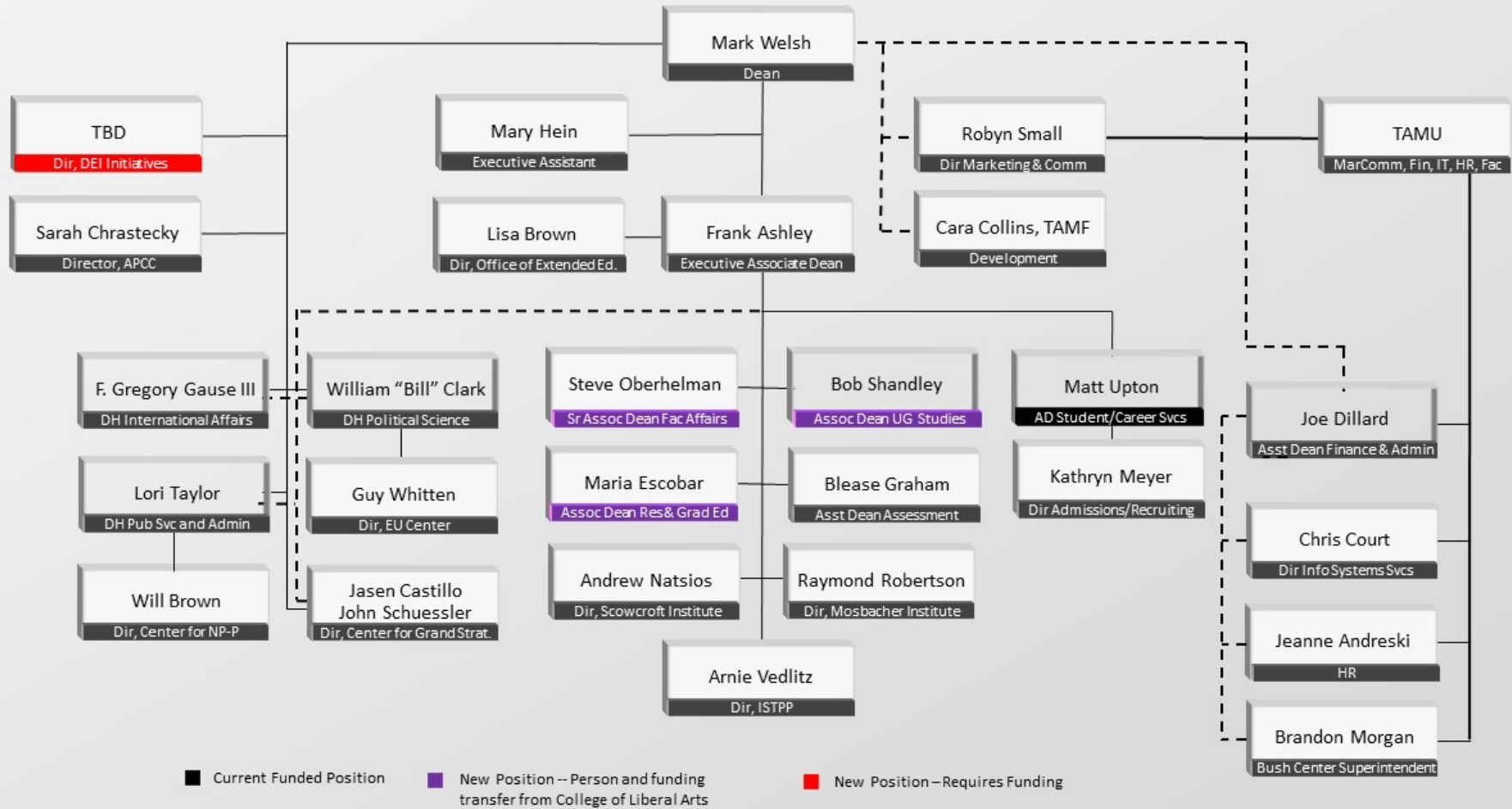
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Date

\*Approved with the following modifications:

1. Faculty salary adjustment funds - work with the Vice President for Faculty Affairs over the next few years to utilize merit raises to reward high performing faculty and provide an appropriate salary increase to those individuals.
2. New facility funds - at this time, I cannot approve \$60M for new facilities, but I do approve you working with our facilities group to develop an informal POR to address your classroom needs and options for an addition to the Allen Building, similar to the Mays addition currently underway.
3. Lastly, I approve a dotted line reporting structure for your facilities employee so you will have an appropriate connection to that individual.

# The Bush School



***Attachment 2:*****Faculty Transfers (agreed upon by Deans of both CLLA and SGPS)**

- 8 x INTS faculty lines will transfer to Bush School (SGPS) with funding intact
  - o 3 Full Prof. lines; 3 Assoc. Prof. lines (one is vacant); 1 Asst Prof line; 1 APT line
  - o 1 will become SGPS Senior Associate Dean for Faculty Affairs
  - o 1 will become Associate Dean for Undergraduate Studies
  - o The other 6 will join the INTA department faculty
    - We will fill the vacant Assoc. Prof. line with a hire in AY 22/23
- Entire POLS faculty (including vacant faculty lines) will transfer to SGPS
  - o Transfer memo with spreadsheet was submitted to VPFA
  - o One will become SGPS Associate Dean for Research and Graduate Education
- Funding will transfer with the faculty lines (cost neutral to TAMU)
  - o The only salary adjustments will be for faculty members filling the new Senior Associate Dean and two Associate dean positions (the new salary info is included on the transfer memos already submitted to VPFA)

**New Faculty Request**

- Total of 9 T/TT Assistant Professors and 3 APT faculty
  - o 2 INTA T/TT Assistant Professors
  - o 4 POLS T/TT Assistant Professors
  - o 3 PSAA T/TT Assistant Professors
  - o 3 PSAA APT faculty lines
  - o Total Cost = \$1.5M/year plus \$500K one-time startup funding
    - Includes 21.6% fringe costs
  - o **VP/FA has reviewed and approved these new faculty hires**
- 3 Impact Hires, one in each department (INTA, POLS, PSAA)
  - o Cost = \$912K/year plus \$375K one-time startup funding
    - Includes 21.6% fringe costs
  - o **VP/FA has reviewed and agrees with these impact hires, directing we pursue them through the new Eminent Faculty Process. We don't have the 50% funding required, so will still require funding support for these positions in order to follow that path.**
- Detailed justification for new faculty positions was submitted to TAMU VPFA
- Total cost for new faculty requests:

**\$2.41M/YEAR PLUS \$875K ONE-TIME FUNDING**

**Other:**

- Cost to make equity adjustments to transferring POLS and INTS faculty salaries that would align them with average Bush School faculty salaries is \$2.5M/year

**Attachment 3:****Staff Transfers (agreed upon by the Deans of both CLLA and SGPS)**

- 4 Undergrad Advisor positions will transfer from CLLA to SGPS
  - o 1 vacant position we will upgrade to Director of our Advising Center
  - o 1 vacant INTS Academic Advisor position will transfer
  - o 2 POLS Academic Advisors and their positions will transfer
- 2 CLLA administrative positions will transfer
  - o One will support the new SGPS Senior Associate Dean for Faculty Affairs
  - o One will support both new Associate Deans in SGPS
- Funding should transfer with these positions. Only salary adjustments will be for those members moving into positions of greater responsibility and will be requested/justified by the Bush School through standard TAMU processes
- **TAMU/HR has reviewed and approved these staff transfers.**

**New Staff Request**

- 3 funded academic advisor positions
  - o 1 Academic Advisor II for INTA
  - o 1 Academic Advisor III and 1 Academic Advisor II for PSAA
  - o Required to support undergraduate students/degrees in these departments
  - o Cost = \$176K/year for all three positions (includes 29% fringe costs)
- 2 funded academic department administrative positions – 1 for INTA and 1 for PSAA
  - o Required to support the additional administrative activity related to undergraduate students and degree programs in these departments going forward
  - o Cost = \$65K x 2 = \$130K/year (includes 29% fringe costs)
- 1 funded staff position for a Chief of Diversity Initiatives to lead our college DEI efforts
  - o This has been a tag team effort in the past between the Dean and the Asst Dean for Student and Career Services. With the dramatic expansion of the school, they are both going to be even busier, and we can't afford to lose momentum in this critical area
  - o Cost = \$103K (includes 29% fringe costs)
- 1 funded staff position for an Undergraduate Admissions/Recruiting Liaison Officer to keep us closely connected with TAMU Admissions and Recruiting resources and initiatives
  - o Cost = \$77K (includes 29% fringe costs)
- 1 funded staff position for a Development Officer III to lead our expanded development program's administrative and stewardship activities
  - o Cost = \$90K (includes 29% fringe costs)
- Total cost for new staff requests: **\$576K/YEAR**

**Other:**

- As I mentioned to you previously, we plan to upgrade our Senior Associate Dean position to Executive Associate Dean. Dr. Frank Ashley would “fleet up” with the position.

*Attachment 4:***Bush School New Funding Request Summary**

We consider the first two items to be mission requirements based on President Banks' direction. The cost to expand our facility footprint is also a requirement, but it's a 3- to 5-year goal. The "Faculty Equity Adjustment" is a stretch goal – it would be wonderful to have but is not mission essential in terms of reorganizing the Bush School in the near term. It would certainly be helpful over time in retaining the excellent POLS and INTS faculty who are transferring to our school and would set a great tone in terms of faculty buy-in.

<u>Item</u>	<u>Annual Cost</u>	<u>One-Time Cost</u>
New Faculty Lines	\$2.41M	\$875K
New Staff Positions	\$576K	--
<b>Total New Personnel Costs</b>	<b>\$2.99M/YR</b>	<b>\$875K</b>

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Faculty Equity Adjust	\$2.5M	
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<b>Total New Personnel Costs w/Equity Adjust</b>	<b>\$5.49M</b>	
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Facility Expansion		\$60M
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