



Funding Request Form FY2024

Department should complete one form for each individual request

Department:

Office of the Commandant

Program, Service or Operation Requested:

Funding to hire an Associate Director for Character Development & Education within HCEL

General Description:

We are requesting DSA funding for the above position within the OOC/HCEL to increase of efforts to more directly enhance our claim of making well-educated leaders of character prepared for the global leadership challenges of the future. To date, HCEL has received no funding from TAMU for any our staff positions, despite providing critical developmental opportunities for the largest percentage of students in TAMU’s most recognizable student organization. Additionally, this request will directly support President Banks’ strategic goal of growing the Corps to 3000 cadets by 2030. This position is priority 2 of 2 similarly requested positions.

Request Type:

Full Increase One-Time Partial/Matching

Type of Funds Requested:

UAF Other

General Questions

How does this address an important need and/or positively impact students?

The position identified above will serve as the central linchpin in the primary mission of the Corps – and the University – developing leaders of character. To date, TAMU has numerous efforts to develop leaders, but very few of them have any systematic, intentional, developmental ethical component to those efforts. To be aligned with our stated mission statements, we need to be more intentional about the character development of our students. The HCEL is uniquely positioned to do this for the Corps, DSA, and the broader TAMU community. We just need the funding to begin to make the vision a reality.

What department/Division strategic plan item does this support?

This directly supports the Corps of Cadets and the President Banks’ strategic priority of growing the Corps to 3000 cadets. Through the combined efforts of the Office of the Commandant (OOC), this position will support the following strategic plan priorities:

- Strategically leverage resources and develop new strategies to ensure our future effectiveness and

sustainability

Enrich the learning experience of students by cultivating an environment of intellectual curiosity
-- Contribute to student success

Texas A&M is committed to producing leaders of character for the greater good, yet few resources are in place to systematically develop and assess the “of character” part of that effort. This position will work not only with Cadets but will have an increasing impact on thousands of students across the campus as the Hollingsworth Center becomes the hub for research-validated character education and development throughout the campus.

Please provide data, evidence, and/or input (student faculty, staff, other) you gathered to help you determine the need for additional resources.

The current HCEL Director, Dr. David Keller, arrived at TAMU in 2017. Upon arrival, Dr. Keller conducted a comprehensive review of OOC character/leadership programmatic elements and compared these efforts to best practices across the other Senior Military Colleges and Service Academies across the nation. Additionally, HCEL conducted focus groups of non-commissioning students and numerous employers to determine the needs of both of these communities. The result was a list of 12 positions that would be required over the next 10 years to bring the HCEL up to commensurate levels with these comparison organizations. This request is for assistance with one of those positions.

The hope is that filling this position will create a noticeable momentum within the Corps and donor community which will inspire additional donor funding for the remaining positions in future years.

What actions have you implemented or discontinued internally to address the identified need?

To date, character development efforts have been largely unsystematic and poorly assessed throughout the campus, to include the Corps of Cadets. We have not been pursuing this critical area with the intentionality required for a nationally-recognized top-tier leader development institution. We currently do not have a formal unified character development program within the Corps of Cadets, apart from the 1-hour courses offered – this is a significant shortfall.

If funding is granted, what metrics will you use to evaluate success of this program/service/operation?

We will partner with the non-profit Character.org organization in Washington DC to measure our progress against their 11 Principles of Character Education and coordinate university-wide efforts to align more closely with that validated framework.

Have other sources of funding (fundraising, sponsorship, reserves, etc.) been considered?

Please explain.

HCEL is the number one funding priority for the OOC. The TAMU Foundation is seeking endowed funding for all 12 of the positions identified above. The rate of funding will determine the rate of programmatic expansion.

We are requesting full SAFAB funding as described below for this position because it will create immediate and lasting impact in the TAMU and Corps mission statement, as well as directly impact strategic plan items toward student success --- and accomplishing President Banks’ growth mandate for the Corps. If partial funding were approved, we would be grateful and attempt to supplement the shortfall with donor funds.

Total Estimated Cost

Funding Description	Amount
Associate Director, Character Development & Education	\$65,000/YR
Benefits	\$19,500/YR
<i>Less Estimated Partial/Matching Funds (if Applicable)</i>	
TOTAL INCREASE REQUESTED	\$84,500/YR