



Funding Request Form FY2024

Department should complete one form for each individual request

Department:

Office of the Commandant (Hollingsworth Center for Ethical Leadership)

Program, Service or Operation Requested:

Funding to hire an Associate Director for Integration & Impact within HCEL

General Description:

We are requesting DSA funding for the above position within the OOC/HCEL to increase of efforts to measure and validate 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 1 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 Corps of Cadets is the oldest student organization at Texas A&M. However, many in the TAMU community do not realize that more than half of the students in the Corps do not serve in the military after graduation. Rather, these students take the leadership skills, discipline, and instilled values gained from their Corps experience to serve in corporate/private/non-profit sectors.

Corps students pursuing military contracts receive training and development through full-time professional ROTC cadre (funded by the Department of Defense (DoD) for their respective branch of service). Students who are not pursuing a military contract receive character & leadership training through the Hollingsworth Center for Ethical Leadership (HCEL). Services provided by HCEL include 6 academic leadership courses, 2 student conferences, speaker series, and ~45 corporate information sessions annually. President Banks has assigned a growth goal for the Corps of Cadets to 3000 by the year 2030. Almost all of that expanded growth will flow through the Hollingsworth Center program of

study. Current HCEL staffing is inadequate to meet this Presidential directive.

Currently, there are approximately 50 combined DoD staff/cadre members assigned to the ROTC branches at TAMU. Conversely – despite servicing approximately 60% of the Corps' student population -- the HCEL has only 4 full-time staff members (plus 17 adjunct classroom instructors). This percentage is inadequate to meet the long-term developmental needs of approximately non-commissioning students in the Corps (currently 1300 students – President's directive will drive this to ~2300 students in the coming years). This disproportionate ratio severely limits the scope of impact the HCEL can make on this very important student group.

HCEL is entirely funded through donated funds and endowments. To date, state and TAMU funds have not been provided in support of HCEL programs. If approved by the SAFAB, these funds would combine with donated funds and make an immediate impact of students serving in the most recognizable student organization on campus.

The position identified above will serve as the Corps' primary internal assessment office for leadership, character, and career readiness efforts throughout the Corps. Although the Corps mission statement claims to develop "well-educated leaders of character prepared for the global leadership challenges of the future," the Corps has not formally embarked on any systematic method of assessing these claims. This is a nationwide problem regarding concepts such as "leadership" and "character," as identified by the Doerr Institute at Rice University. The Corps has been invited to partner with the Doerr Institute to better assess these claims in partnership with other universities throughout the country. This position will be the primary conduit through which this effort occurs, as well as coordinating and integrating our efforts with other university partners and stakeholders.

In addition, this position will coordinate directly with our recent graduate community to validate our career readiness efforts and ensure the graduates we are producing align with the corporate needs of our state, nation, and world.

By scientifically validating our efforts, those data will be used for better recruiting, retention, and other critical areas aligned with TAMU and DSA strategic priorities. To date, the Corps has numerous efforts to develop leaders of character, but very few of them have any systematic method of assessing those efforts. In order to be aligned with our stated mission statements, we need to be more intentional about the assessment of our activities.

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
- 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 assess this effort. This position will work not only with Corps students, but also with corporations, and our graduate community as well --- creating a forward-leaning model of effectiveness and sustainability.

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, assessment efforts have been largely unsystematic and poorly executed throughout 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 dedicated internal assessment program within the Corps of Cadets. This request directly addresses that gap.

This position has already been approved by Corps/DSA offices, but has not been funded to date.

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

We will partner with the non-profit Doerr Institute at Rice University to measure our progress against their nationally-recognized rubrics for leader-development. Additionally, we will partner with companies that have recently hired out graduates to determine what competencies our students brought to their organizations and what gaps might need to be addressed in our programmatic efforts. Not coincidentally, this requested position directly and specifically will identify and assess the very metrics included in this question.

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, Integration & Impact	\$70,000/YR
Benefits	\$21000/YR
<i>Less Estimated Partial/Matching Funds (if Applicable)</i>	
TOTAL INCREASE REQUESTED	\$91,000/YR