

## AGENDA

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**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS  
Hybrid Special Called Board Meeting**

Date: Tuesday, May 26, 2026  
Time: 1:30 PM  
Place: Texas Southern University - Library Learning Center, 5th Floor, 3100 Cleburne Street,  
Houston, TX 77004

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Chair: James M. Benham  
Vice Chair: Lauren A. Gore  
Second Vice Chair: Richard A. Johnson  
Secretary: Marilyn A. Rose

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**I. Call to Order**

**II. Roll Call**

II.A. One or more Regents and/or presenters may participate in this meeting by videoconference. The Regent presiding over the meeting shall be physically present at the meeting location.

**III. Conflict of Interest**

**IV. Executive Session**

IV.A. Texas Government Code - Section 551.071 - Consultation with University Attorneys on any matter in which the duty of the attorneys to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meeting Act, including any matter listed on this notice/agenda, pending or contemplated litigation, and proposed settlement agreements.

IV.B. Texas Government Code - Section 551.072 - Deliberations concerning Purchase, Lease or Value of Real Property.

IV.C. Texas Government Code - Section 551.073 - Deliberations about Negotiated Contracts for Prospective Gifts or Donations.

IV.D. Texas Government Code - Section 551.074 - Personnel Matters: Deliberations Concerning the Appointments, Duties, Responsibilities, Evaluations or Dismissal of Personnel (including but not limited to the Regents, President, General Officers, and Executive Management Employees), including the following items:

- Request Approval for the Appointment of Dr. David Rodney Smith as Senior Vice President/Chief Administrative Officer
- Request Approval for the Appointment of Mr. J'Maine Chubb as Vice President and Chief Financial Officer

#### V. **Board Business**

V.A. Request Approval for the Fiscal Year 2027 Board of Regents Meeting Calendar  
Action Requested: Approval

#### VI. **Administration and Finance Committee**

**Presenters: Regent Lauren A. Gore & Mr. John Pittman, Interim Chief Financial Officer/Vice President of Business & Administration**

VI.A. Fiscal Year 2027 Operating Budget Workshop  
Action Requested: Information

VI.B. Request for Approval to Award a Contract for Unarmed Security Officer Services for On-Campus and Off-Campus Residential Facilities  
Action Requested: Approval

VI.C. Request for Approval to Amend the Existing Contract for Shuttle Bus Services  
Action Requested: Approval

VI.D. Request for Approval to Negotiate and Execute a Contract with an Investment Management Firm  
Action Requested: Approval

#### VII. **Academic Affairs, Research and Student Life Committee**

**Presenters: Regent Marilyn A. Rose & Dr. Carl B. Goodman, Provost/Senior Vice President of Academic Affairs**

VII.A. Request for Approval of an Interlocal Agreement Between Texas Southern University and Houston Independent School District for a Dual Enrollment Partnership  
Action Requested: Approval

#### VIII. **Personnel and Litigation Committee**

**Presenters: Regent Paloma Z. Ahmadi, Dr. Ronald B. McKinley, Interim Vice President for Human Resources/Chief Human Resources Officer, & Mr. Charlie T. Nhan, General Counsel**

VIII.A. Request Approval for the Appointment of Dr. David Rodney Smith as Senior Vice President/Chief Administrative Officer  
Action Requested: Approval

VIII.B. Request Approval for the Appointment of Mr. J'Maine Chubb as Vice President and Chief Financial Officer  
Action Requested: Approval

#### IX. **Adjourn**



**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Board Business

**ITEM:** Request Approval for the Fiscal Year 2027 Board of Regents Meeting Calendar

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Proposed meeting dates for FY27:

Standing Committee and Regular Meetings

September 10, 2026 - Regular Board Meeting (*August 24-27, 2026 – Committee Meetings*)

November 12, 2026 - Regular Board Meeting (*October 26-29, 2026 – Committee Meetings*)

February 11, 2027 - Regular Board Meeting (*January 25-28, 2027– Committee Meetings*)

April 15, 2027 - Regular Board Meeting (*March 22-25, 2027– Committee Meetings*)

Board of Regents Retreats

January 30, 2027

July 24, 2027

**SUPPORTING**

**DOCUMENTATION:** None

**FISCAL NOTE:** No Fiscal Impact

**ACTION REQUESTED:** Approval



**BOARD CHAIR**

James M. Benham

5/15/26

**DATE**

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Fiscal Year 2027 Operating Budget Workshop

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The Fiscal Year 2027 Operating Budget Workshop will provide the Board of Regents with an overview of the University's proposed financial framework and operational priorities for Fiscal Year 2027. The presentation will outline strategic investments and budgetary considerations that support the University's commitment to student success, academic excellence, operational effectiveness, campus infrastructure, public safety, and long-term institutional sustainability.

The workshop will also provide an update on projected revenues, expenditures, enrollment assumptions, state appropriations, auxiliary operations, and other institutional priorities aligned with the University's strategic direction and continued transformation. The Administration remains committed to responsible fiscal stewardship and the thoughtful allocation of resources to advance the mission and vision of Texas Southern University.

**SUPPORTING**

**DOCUMENTATION:** FY2027 Operating Budget

**FISCAL IMPACT:** Sources and Uses of \$425,000,000

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



[John Pittman \(May 15, 2026 13:58:25 CDT\)](#)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



[James Crawford \(May 15, 2026 17:04:46 CDT\)](#)

PRESIDENT

05/15/2026

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Approval to Award a Contract for Unarmed Security Officer Services for On-Campus and Off-Campus Residential Facilities

**DATE PREVIOUSLY SUBMITTED:** 2/2025

**SUMMARY:**

This request for approval is provided as a contingency.

The Department of Public Safety (DPS) is working through the university personnel process to hire safety and security personnel to increase university capacity. Should DPS be able to identify and hire competent personnel to meet the requirement, the University will have no need to execute this request to contract for external Security Services.

Approval is requested to award and execute a contract for unarmed security officer services for the University's on-campus and off-campus residential facilities. The continued presence of these officers is essential to supporting the safety, security, and overall well-being of students residing within the University's residential communities. Oversight and administration of this contract shall remain under the authority of the Chief of Police and the Department of Public Safety.

A Request for Proposal (RFP 717-25-710) was publicly posted on the Electronic State Business Daily and the Texas Southern University website in accordance with Texas Government Code §2155.083.

Following a competitive procurement process, the University determined that Allied Universal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code §2155.074, and therefore recommends the firm for contract award.

Contract Term: One (1) year initial term with the option to renew for one (1) additional year.

**SUPPORTING**

**DOCUMENTATION:** Allied Universal Proposal (Under the Cover)

**FISCAL IMPACT:** Cost not to exceed \$1,011,915 | (FOAP: 1000/62000/8000/70 (Off Campus), 1621/41604/7253/60 (On Campus) | (Non-State Appropriated Funds) | BOA0001725

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 15, 2026 14:18:55 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



James Crawford (May 15, 2026 17:04:27 CDT)

PRESIDENT

05/15/2026

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Approval to Amend the Existing Contract for Shuttle Bus Services

**DATE PREVIOUSLY SUBMITTED:** 10/2025

**SUMMARY:**

Approval is requested to amend the existing agreement for shuttle transportation services supporting Texas Southern University's student residential and campus access operations.

As the University continues to experience enrollment growth and increasing demand for student housing, the Administration has implemented strategic solutions to expand residential capacity through partnerships with approved off-campus housing providers. To support these efforts and ensure continuity in access to academic instruction, student engagement opportunities, and essential campus services, the University must maintain a safe, dependable, and operationally efficient transportation network.

The proposed amendment will support regularly scheduled shuttle transportation services between designated off-campus residential locations and the University's main campus. This initiative reflects the University's ongoing commitment to student success, safety, accessibility, and the delivery of a comprehensive student experience.

A Request for Proposal (RFP 717-25-715) was publicly advertised through the Electronic State Business Daily and the Texas Southern University website in accordance with Texas Government Code §2155.083.

Following the completion of the competitive procurement process, the University determined that GBJ provided the best overall value to the State of Texas and Texas Southern University pursuant to Texas Government Code §2155.074.

The Administration recommends approval of the amendment to the existing agreement with GBJ. Form 1295 has been submitted in accordance with state requirements.

Contract Term: One-year contract with a renewal option

**SUPPORTING**

**DOCUMENTATION:** Proposal (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$560,000 | FOAP: 1000-61420-7299-80  
(Non-State Appropriated Funds) | BOA0001737

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 15, 2026 14:49:26 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



James Crawford (May 15, 2026 17:03:55 CDT)

PRESIDENT

05/15/2026

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Approval to Negotiate and Execute a Contract with an Investment Management Firm

**DATE PREVIOUSLY SUBMITTED:** April 2018

**SUMMARY:**

Approval is requested to negotiate and execute a contract with a qualified investment management firm to provide investment advisory, portfolio oversight, and fiduciary support services for the University.

A Request for Proposal (RFP 717-26-730) was publicly posted on the Electronic State Business Daily and the Texas Southern University website in accordance with Texas Government Code §2155.083.

The selected firm will provide investment policy guidance, portfolio analysis, performance monitoring, manager oversight, market analysis, and reporting support to strengthen the University's long-term financial stewardship and investment management practices.

The University awards contracts to the respondent providing the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code §2155.074.

The proposed contract term shall be for an initial period of two (2) years, with two (2) additional one-year renewal options, subject to mutual agreement and satisfactory performance.

**SUPPORTING**

**DOCUMENTATION:** Responses (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$300,000  
FOAP: 1000-31000-7253-70 | Non-State Appropriated Funds

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 15, 2026 14:49:55 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



James Crawford (May 15, 2026 16:59:34 CDT)

PRESIDENT

05/15/2026

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Academic Affairs, Research and Student Life

**ITEM:** Request for Approval of an Interlocal Agreement Between Texas Southern University and Houston Independent School District for a Dual Enrollment Partnership

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Approval is requested to enter into an Interlocal Agreement with Houston Independent School District to establish a Dual Enrollment partnership beginning Fall 2026. This strategic collaboration will expand access to college-level coursework for eligible high school students while creating intentional academic and workforce pathways aligned with high-demand industries, including Aviation and Maritime programs.

The agreement establishes a framework for collaboration between both institutions related to student enrollment, instructional delivery, academic support services, and data sharing to ensure student success and program effectiveness. The partnership is structured to maximize participation in the Texas Financial Aid for Swift Transfer (FAST) program, providing eligible students with no-cost access to dual credit opportunities, while also supporting a limited pilot cohort of non-FAST students through in-kind participation.

This initiative reflects the University's continued commitment to expanding educational opportunity, strengthening community and educational partnerships, advancing workforce development, and creating early pathways to higher education for underserved student populations. Additionally, the program supports Texas Southern University's strategic enrollment growth objectives, increases semester credit hour production, and further strengthens the University's pipeline of future students.

**SUPPORTING**

**DOCUMENTATION:** Interlocal Agreement

**FISCAL IMPACT:** To be supported through the Texas Financial Aid for Swift Transfer (FAST) Program and Institutional Resources (\$20,000)  
FOAP:1000-21000-7299-10 | Non-State Appropriated Funds

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 15, 2026 14:49:39 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



James Crawford (May 15, 2026 17:28:39 CDT)

PRESIDENT

05/15/2026

DATE

# DUAL CREDIT INTERLOCAL AGREEMENT

Texas Southern University  
and  
Houston Independent School District



TEXAS SOUTHERN UNIVERSITY



Effective Date: June 12, 2026

# **DUAL CREDIT INTERLOCAL AGREEMENT**

**Between**

**Texas Southern University**

**And**

**Houston Independent School District**

## **1. Parties**

This Interlocal Agreement (“Agreement”) is entered into between Texas Southern University (TSU) and Houston Independent School District (HISD), both political subdivisions of the State of Texas. Both parties are authorized to contract with one another for the performance of governmental functions and services that each party is authorized to perform individually. This agreement is intended to serve a valid public purpose and to promote the efficient use of public resources.

## **2. Authority**

This Agreement is executed pursuant to Texas Government Code Chapter 791 (Interlocal Cooperation Act), Texas Education Code §28.009 and §51.9685, 19 Texas Administrative Code §4.84, and applicable provisions of the Texas Government Code, and accreditation standards of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

## **3. Purpose**

The purpose of this Agreement is to establish a dual credit partnership allowing eligible HISD students to enroll in and receive college credit for courses offered by TSU.

## **4. Term**

This Agreement shall become effective upon execution and remain in effect through August 31, 2027, unless terminated earlier by either party with thirty (30) days written notice.

## **5. Academic Authority**

Texas Southern University retains sole authority over curriculum, course content, instructional standards, grading policies, and faculty approval. All dual credit courses shall be equivalent in rigor to on-campus instruction and part of TSU’s approved course inventory.

## **6. Crosswalk Alignment and Implementation**

TSU and HISD agree to collaborate on the development, implementation, and maintenance of course crosswalks that align HISD secondary coursework with TSU postsecondary programs. The purpose of these crosswalks is to ensure clear, consistent pathways for students to transition from high school

to college programs, minimize duplication of coursework, and support the awarding of articulated or dual credit where applicable.

### 6.1 Scope of Crosswalks

The crosswalks will identify and document aligned courses within agreed-upon program areas, including but not limited to Career and Technical Education (CTE) pathways and dual credit offerings. Each crosswalk will specify corresponding HISD and TSU course titles, course codes, and other relevant information.

### 6.2 Crosswalk Review and Updates

Crosswalks will be reviewed on a regular basis, no less than annually, to ensure continued alignment with curriculum, industry standards, and institutional requirements. Updates will be made collaboratively and communicated to all relevant stakeholders in a timely manner.

### 6.1 Student Eligibility and Assessment Requirements

Students must be enrolled in HISD, meet course prerequisites, and receive academic advising prior to enrollment. Texas Success Initiative (TSI) or other test scores are not required for admission unless required for placement; such scores may be collected post-admission for reporting and placement purposes.

### 7.1 College Readiness Assessment Standards

<b>TYPE OF ASSESSMENT</b>	<b>Minimum</b> scores for Reading & Writing based classes e.g., English/History/ Government	<b>Minimum</b> scores for Reading, Writing and Math based classes e.g., Economics	<b>Minimum</b> scores for Math based classes e.g., College Algebra
ACT (TSI exemption)	40 combined on English & Reading No Composite Score Required	40 combined on English & Reading, 22 or higher on Math  No Composite Score Required	22 or higher on Math No Composite Score Required
SAT	480 or higher on Evidence-Based Reading & Writing	480 or higher on Evidence-Based Reading & Writing 530 or higher on Math	530 or higher on Math

TSI Assessment	945 or higher with Essay 5 – Ready for College- Level English	945 or higher with Essay 5 – Ready for College- Level English 950 or higher on Math	950 or higher on Math
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## 7.2 Workforce Education Dual Credit Eligibility

Students are eligible to enroll in workforce education dual credit courses as follows:

(a) Level One Certificate Courses:

No testing or end-of-course assessment required.

(b) Level Two Certificate Courses:

Students must demonstrate college readiness in the relevant subject area(s) using state-approved assessments, academic records, or other institutional criteria.

(c) Students may enroll only in courses for which eligibility has been demonstrated.

(d) Students exempt from State of Texas Assessments of Academic Readiness (STAAR) end-of-course assessments may be otherwise evaluated by the institution.

## 7.3 Non-Traditional Students

Students enrolled in private, non-accredited, or home school settings must meet all eligibility requirements outlined in this section.

## 7.4 Course Prerequisites

Students must meet all institutional prerequisites for each dual credit course, including placement scores or prior coursework requirements.

(a) Students enrolling in more than two courses per semester must meet mutually agreed-upon guidelines, including a recommended minimum 2.75 GPA.

(b) Students enrolled in more than two courses must earn a grade of C or better in all courses to continue this level of enrollment.

(c) This requirement does not apply to students in Early College High School (ECHS) and Pathways in Technology Early College High School (P-TECH).

## **7.5 Additional Requirements**

The college may impose additional enrollment requirements that do not conflict with state law.

## **7.6 Underclassmen Enrollment**

Freshmen and sophomores must obtain principal or counselor recommendation for enrollment.

## **7.7 Course Access and Pathways**

Course offerings will be jointly determined based on student pathway alignment.

## **7.8 Location of Classes**

(a) Courses may be offered at:

- HISD campuses
- College campuses
- Approved online/hybrid formats

(b) Distance education courses must comply with Texas Higher Education Coordinating Board (THECB) Principles of Good Practice.

## **7.9 Composition of Classes**

(a) Courses must consist of:

- Dual credit students only, or
- A combination of dual credit and college students

(b) Courses may not include students receiving only high school credit (per SACSCOC).

## **7.10 Curriculum, Instruction, and Grading**

Courses must be equivalent to on-campus offerings in:

- Curriculum
- Instructional materials
- Rigor and assessment standards

## **7.11 Academic Policies and Student Support**

(a) College academic policies apply, including:

- Grading

- Appeals
- Attendance
- Course requirements

(b) Students will have access to:

- Advising
- Counseling
- Library resources
- Disability services

(c) Students must self-identify for accommodations; services are coordinated collaboratively.

### **7.12 Transcription of Credit**

Dual Credit courses will be transcribed on both the high school transcript and the college transcript upon successful completion on the course.

### **7.13 TSI Academies**

- TSI Academies will be offered based on campus need.
- Scheduling determined collaboratively
- Transportation provided by HISD

### **7.14 College Credit Program**

Courses must be:

- In the core curriculum
- Career and Technical Education (CTE) courses
- Foreign language courses

ECHS programs are exempt from these limitations.

### **7.15 Pathways and SACSCOC Compliance**

- Students must declare and follow an academic pathway (exceptions apply for students under 15 credit hours).
- Courses must comply with SACSCOC standards including: no mixing of dual credit and high school-only students.

### **7.16 SACSCOC Responsibilities**

- TSU will:

- Provide policy updates
- Manage substantive change requests
- Monitor program thresholds (25% / 50%)

(b) HISD will:

- Ensure compliance with all SACSCOC requirements
- Coordinate scheduling with TSU dual credit advisors
- Allow site visits and faculty observations

## **8 Faculty Qualifications and Instructional Model**

All instructors must meet Texas Southern University and SACSCOC credentialing standards, with final approval by TSU. The primary instructional model shall be embedded faculty, wherein instructors are employed and compensated by HISD and approved by Texas Southern University to deliver instruction to HISD students. Texas Southern University retains academic oversight and credential review authority.

## **9 Roles and Responsibilities**

Texas Southern University shall provide courses, curriculum, academic oversight, and transcripts, and maintain student academic records. HISD shall identify and enroll students, provide facilities and instructional support, coordinate scheduling, and provide required student data.

## **10 Tuition and Funding**

### **10.1 Tuition and Fee Structure**

Tuition for Dual Credit courses offered under this Agreement shall be assessed at a rate not to exceed \$60.10 per semester credit hour, or the maximum allowable rate established by THECB, whichever is applicable at the time of enrollment.

All tuition and fees shall be established, published, and administered in compliance with state law and TSU policy.

### **10.2 FAST Eligible Students**

Students determined to be eligible under the Financial Aid for Swift Transfer (FAST) program shall incur no direct cost for participation in Dual Credit courses, including tuition, mandatory fees, textbooks, and/or required instructional materials with such costs covered through applicable state funding mechanisms in accordance with FAST program guidelines. TSU shall not invoice HISD, nor the student, for any tuition, mandatory fees, or instructional materials associated with FAST-eligible students.

### **10.3 Non-FAST Eligible Students (Pilot Year – In-Kind Support)**

For the Fall 2026 pilot year, TSU shall provide in-kind tuition support for non-FAST eligible students, not to exceed twenty (20) students, to reduce barriers to participation and support successful program launch.

This in-kind support shall apply to tuition and mandatory fees only and shall not extend beyond the defined pilot cohort.

The Parties agree to revisit and renegotiate the funding structure for non-FAST eligible students following the pilot year, in preparation for Fall 2027 implementation.

### **10.4 Instructional Materials**

Instructional materials, including textbooks and course resources, shall be provided through a consolidated pricing model, administered through TSU Student Accounting, and billed to HISD where applicable.

The consolidated price shall reflect the cost of required instructional materials and may include physical textbooks, digital course materials, access codes, and required learning resources.

TSU shall prioritize the use of Open Educational Resources (OER) and other cost-effective digital materials where feasible.

### **10.5 Billing and Invoicing**

TSU shall invoice HISD for applicable instructional materials and any non-FAST eligible student costs not covered under Section 10.2.

Billing shall be structured in a consolidated format for administrative efficiency and align with student enrollment as of the official census date.

### **10.6 Compliance**

This Section shall comply with all applicable provisions of Texas Education Code §28.0095, THECB Dual Credit and FAST program rules, and TSU institutional policies.

## **11 Data Sharing**

TSU and HISD agree to exchange student data as necessary to support dual enrollment operations, including admissions, enrollment, academic progress monitoring, grade reporting, and required state reporting.

All data exchanges shall include sufficient identifiers to ensure accurate matching between systems, including, at minimum, TSU student ID, HISD student ID, and standard student demographic information.

TSU shall provide academic progress reporting, including interim and final grades, on a mutually agreed-upon schedule to support student success and intervention efforts.

All data sharing under this Agreement shall comply with the Family Educational Rights and Privacy Act (FERPA) and all applicable federal and state laws.

Data exchange between the parties shall be governed by a TSU–HISD Standard Student Data Privacy Agreement (DPA) entered into between the parties, which shall be aligned with Texas Student Privacy Alliance and Access 4 Learning Community standards, and which shall establish requirements for data security, transmission, storage, and permitted use.

## 12. Insurance

HISD and TSU shall each obtain and maintain in force for the duration of this Agreement and any extensions thereof, at HISD’s and TSU’s sole expense, all insurance required by state or federal law, including, but not limited to, General Liability Insurance. HISD will supply evidence of such insurance to TSU Risk Management and HISD Risk Management, respectively, or obtain Waiver of Insurance from TSU Risk Management prior to performing services.

The General Liability policy will name the other Party as an Additional Insured. Certificates of insurance verifying the foregoing requirements will be provided to the other Party prior to commencement of any services under this Agreement. If a policy contains deductible provisions, HISD or TSU will be responsible for payment of the deductible amount for any claim(s) or the pursuit of any claim(s) or asserted claim(s) against either Party, its agents, employees or representatives.

Type of Coverage	Minimum Limits
1. Commercial General Liability	\$1,000,000 per occurrence

The original Verification of Insurance Coverage will be forwarded to:

**Physical:**  
TSU Risk Management  
Office of Risk Management 3100  
General Services Building 213-D  
Cleburne Street Houston, Texas 77004  
**Sean.Martin@tsu.edu**

**Mailing:**  
TSU Risk Management  
Office of Risk Management 3100  
General Services Building 213-D  
Cleburne Street Houston, Texas 77004  
Attn: Sean Chris Martin

**Physical:**  
HISD Risk Management  
4400 W. 18th St.  
Houston, Texas 77092  
Tonya.McKinney@houstonisd.org

**Mailing:**  
HISD Risk Management  
4400 W. 18th St.  
Houston, Texas 77092  
Attn: Tonya McKinney

HISD's or HCC's failure to comply with the requirements of this section shall be considered a breach of this Agreement.

### **13 Liability and Employment**

Employees of each party remain employees of their respective institutions. This Agreement does not create a joint employment relationship.

### **14. Compliance**

Both parties agree to comply with all applicable federal and state laws, including Texas Education Code, THECB rules, Texas Education Agency requirements, and SACSCOC standards.

### **15 Amendment**

This Agreement may be amended only by written agreement executed by both parties.

**[Signature Page to Follow]**

**TEXAS SOUTHERN UNIVERSITY**

**HOUSTON INDEPENDENT SCHOOL DISTRICT**

By: \_\_\_\_\_  
James Crawford                      Date  
President

By: \_\_\_\_\_  
Rio Campo                              Date  
Board President

By: \_\_\_\_\_  
Carl Goodman                      Date  
Provost

By: \_\_\_\_\_  
Angela Lemond Flowers              Date  
Board Secretary

By: \_\_\_\_\_  
F. Mike Miles                          Date  
Superintendent of Schools

**APPROVED AS TO  
FUNDING/BUSINESS TERMS**

By: \_\_\_\_\_  
Jim Terry                                  Date  
Chief Financial Officer

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Catosha Woods                          Date  
General Counsel

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval for the Appointment of a Senior Vice President/Chief Administrative Officer

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Approval is requested for the Appointment of a Senior Vice President/Chief Administrative Officer, pursuant to Board Policy 61.10.

**SUPPORTING**

**DOCUMENTATION:** Job Description

**FISCAL IMPACT:** Annual Base Salary \$400,000.00 | Non-State Appropriated Funds  
University FOAP: (1000-11000-7010-70) | BOA0001729

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/18/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 18, 2026 08:17:58 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/18/2026

DATE



James Crawford (May 18, 2026 11:48:46 CDT)

PRESIDENT

05/18/2026

DATE



DEPARTMENT OF HUMAN RESOURCES  
OFFICE: 713-313-7521; FAX: 713-313-4347

TEXAS SOUTHERN UNIVERSITY  
3100 CLEBURNE STREET • HOUSTON, TEXAS 77004

713-313-7011

May 15, 2026

Rodney Smith, EdD  
Via email: [rodney.smith@tsu.edu](mailto:rodney.smith@tsu.edu)

Dear Dr. Smith:

Texas Southern University is pleased to offer you the position of **Senior Vice President & Chief Administrative Officer (CAO)**. Your anticipated start date is **June 1, 2026**. We look forward to utilizing your knowledge, skills, and abilities. Should you choose to accept our offer, your starting annualized salary will be **\$400,000**. In addition, you will receive a recruitment bonus of **\$5,000**, and relocation assistance of **\$25,000**. This position is **exempt** and will have a probationary period of six **months (6)** from the date of hire. Please note, Texas Southern University is an "at-will" employer. All administrators and staff serve the University without a fixed term and do not have vested rights in continued employment.

As **CAO**, you will receive all benefits and perquisites afforded by law to employees of the State of Texas, such as vacation, sick leave, holidays, and other legally available benefits such as insurance, retirement and social security coverage. Please visit the following Employee Retirement System (ERS) website to review some of the benefits that Texas Southern University has to offer <http://www.ers.state.tx.us>.

Once you accept this offer, you will be contacted by the Office of Human Resources/Payroll Services to complete the required new employee documentation. To receive more information about the enrollment process for specific benefits you are eligible to receive as a member of the Texas Southern University team, please call (713) 313-4246.

Please note that this offer of employment is contingent upon the completion of a satisfactory background criminal investigation, employment references, and Texas Southern University Board of Regents approval. Should you agree to accept this offer, please indicate your acceptance by signing this letter and returning it to me at your earliest convenience.

I am delighted by your willingness to take on this role and am looking forward to working with you as we continue to move Texas Southern University forward. The entire President's Office is enthusiastic about you, and we look forward to greeting you. In the meantime, if you have any remaining questions about any aspect of this appointment, please feel free to contact me.

Sincerely,

Ronald McKinley, PhD, MBA, SPHR  
Interim Chief Human Resources Officer

I accept this offer by my written signature below:

\_\_\_\_\_  
Rodney Smith, EdD

\_\_\_\_\_  
Date

## **RODNEY D. SMITH, ED.D.**

Williamsburg, Virginia 23606

### **Education**

**Ed.D. '86 Harvard Graduate School of Education**, Cambridge, Massachusetts  
Administration, Planning and Social Policy (APSP)

**Ed.M., '84 Harvard Graduate School of Education**, Cambridge, Massachusetts  
Administration and Planning with concentration in International Education

**Post-Graduate Studies in Transactional Ecological Psychology**, George Peabody College  
for Teachers, Vanderbilt University, Nashville, Tennessee

**M.A. '76 Fisk University/Meharry Medical College Joint Program**, Nashville, Tennessee  
Clinical/Educational Psychology

**B.A. '74 Saint John's University**, Collegeville, Minnesota  
Psychology Major with Ecology Minor

### **Fellowships**

- **Distinguished Senior Fellow** – Templeton World Charity Foundation
- **Millennium Leadership Institute Fellow** - American Association of State Colleges and Universities
- **Bush Foundation Fellow to Harvard Institute for Education Management (IEM)**
- **Organization of American States (O.A.S.) Research Fellow**

### **Professional Development Experiences**

- **Department of Homeland Security**, Emergency Management Planning, Preparation, Training and Education for Colleges and Universities, NETC, Dept. of Homeland Security, MD
- **Honorary President and Professor**, Dali University, Kunming Province, China United States Sino-American Higher Education Program
- **Institutional Advancement Seminar**, Harvard University, Cambridge, MA.
- **New President's Institute**, Harvard University, Cambridge, MA.
- **Millennium Leadership Institute (MLI)** (Lecturer) American Association of State Colleges and Universities, Washington, D.C.
- **Harvard Institute for Educational Management (IEM)**, Harvard University, MA.

### Institutional Leadership Experiences

#### **Interim Senior Vice President and Chief Administrative Officer**

**Texas Southern University**.....February 2026 - Present

#### **Academic Solutions, LLC.**

**Principal Consultant,** .....2025 - 2026

#### **Distinguished Senior Fellow,**

**Templeton World Charity Foundation** .....2022 - 2023

#### **Inaugural President and Chief Executive Officer**

**University of The Bahamas**.....2014 – 2022

Provided visionary and transformative leadership for a Multi-campus National University System consisting of both urban and rural campuses. The system has a strong liberal arts undergirding, with a value proposition of “Preparing Students for Better Lives in a Global Society.” It is focused upon a vision of creating and building a strong Liberal Arts and Science-based foundation for the continued growth and development of the institution, while increasing its viability as a globally recognized institution of higher learning. Awarding certificates, diplomas, associates, bachelors and master’s degrees, the mission includes devising innovative ways to provide access to education for all eligible students.

- Raised over \$82M over eight years for campus maintenance, infrastructure development, student scholarships, technology enhancements, academic program expansions, study abroad opportunities, and summer bridging initiatives.
- In 2021, Campaign to Rebuild the University of The Bahamas, Northern Campus, which was completely destroyed by Hurricane Dorian.
- In 2020, led two successful Mini-Campaigns. One for the Provision of funds to assist Families displaced by Hurricane Dorian – Dorian Relief Campaign. The other to provide needed technology for students and faculty during the pandemic – COVID-19 Relief Campaign.
- Implemented an institution-wide data management system (Banner).
- University of the Bahamas selected as a winner of the **2020 Ellucian Banner Impact Award** in the student experience category for “transforming the student experience in how data is managed and addressing disaster recovery with Ellucian Banner in the cloud”. The University received a \$25,000 Grant from Ellucian. These funds were used to purchase laptops for students in need.
- In September 2020, closed on a three-year campaign for the donation of approximately 20 acres of adjacent land for campus expansion, value in excess of \$10M.
- Transformed the campus culture through extensive leadership training and development using Lean Kaizen, Six Sigma and MBO.

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- Completed and in the process of implementing, the first University of The Bahamas Strategic Plan 2019-2024 “**Securing a Foundation for the Future**”.
- Initiated the University’s Annual President’s Golf Tournament and Spa Day – for Friend and Fundraising. 2018.
- Held the first President’s Gala Soiree, raised in excess of \$600,000 for Endowed Scholarships to benefit First-Generation College Students, November 2017.
- Initiated and completed a \$2.6M renovation of the Students Services Centre, adding offices for a one-stop-shop for all student services: Student Affairs, Registrar, Financial Aid and Scholarships, Athletics, Admissions, Advisement, Disabilities Services and Business Office. 2017-18.
- Completed \$6M building of the Franklyn R. Wilson Graduate Studies Centre 2017-18.
- Initiated and completed the \$10M GTR Campbell Small Island Sustainability Research Complex with modern classrooms and six (6) new labs., 2017-18.
- Completed negotiations for a residential facility, including a \$95M public-private partnership for a 200-seat cafeteria, 500-seat ballroom, 1,000 beds, spiritual center, faculty housing and fitness facilities.
- Initiated and completed the first \$3M UB – North Residential Hall.
- Secured \$18.1M Bond Funding for facilities construction and renovations, 2017.
- Successfully negotiated with government ministers for building new roads and redirecting traffic around campus at College of The Bahamas prior to Charter Day.
- Completed construction of the new \$2.8M University Entrance, University of The Bahamas, 2016.
- Led teams from the campus and the law Reform Commission of the Office of Attorney General in drafting the University of The Bahamas Bill to create the University’s governance structure, using SACS-COC standards; then led the institution’s transition from College to University of The Bahamas.
- Created the position of Sustainability Coordinator in the Office of the President – leading to a campus re-cycling program, elimination of single-use plastics on campus, and building the campus’ first LEED certified building.
- Implemented an advanced fundraising and marketing division, inclusive of grants management and sponsored research plus graduate studies and research units.
- Re-introduced and increased the number of annual Fulbright Scholars with support from the US State Department.
- Established the U.S. based, University of The Bahamas Foundation (501-C-3) and expanded the Canadian Friends of University of The Bahamas Foundation.
- Expanded new undergraduate and graduate degree programs and co-chaired the National Development Planning Steering Committee.
- Member of The Presidents’ Trust. The Trust is a diverse network of chief executive officers who are committed to advancing the vision, values, and practices that connect

Rodney D. Smith

liberal education with the needs of an increasingly diverse student body, a global workforce, and thriving communities.

- Board of Directors, American Association of State Colleges and Universities (AASCU), Washington D.C. U.S.A. 2019 – 2022. Committee Member, International Education Committee.
- Board Member, National Advisory Council on Education (NACE), Nassau, Bahamas. 2017 – Present.
- Council Member, Bahamas National Trust (BNT), appointed by Cabinet of the Government of the Commonwealth of The Bahamas, 2017 – Present.
- Board Member, National Art Gallery of The Bahamas (NAGB), appointed by Government of the Commonwealth of The Bahamas, Chair of the Hiring and Compensation Committee and member of the Governance Committee, 2017 – Present.
- Board member, National Accreditation and Equivalency Council of the Bahamas, 2016-2017.
- Initiated Institutional Long-Range and Strategic Planning process for University of The Bahamas., 2017-19.
- Assisted in the design and implementation of the regions first Tuition-Free system funded by government grants. 2019.
- Presented before the Cabinet of the Government of The Bahamas on several initiatives to advance Higher Education, including:
  - Government Tertiary Education Grant (Free Tuition);
  - Permanent Residency based Endowment Plan;
  - Restoration and re-establishment of the Grand Bahama Campus, post-hurricane Dorian;
  - Creation of the Bahamas Higher Education Commission;
  - Amalgamation of institutions to create the University of The Bahamas System.
- **Received the 2018 Lighthouse Award for contributions to education.** Saint Augustine’s College Alumni Awards. Nassau, Bahamas.
- **Recognized as 2016 Person of the Year** – For Outstanding Work in the establishment of the University of The Bahamas. The Jones Communications International, Ltd. Nassau, Bahamas.

**University Profile:** Established in 1974, as The College of The Bahamas (COB), and Chartered in 2016 as University of The Bahamas (UB), this comprehensive teaching and research institution/System, with a strong liberal arts undergirding, is the national higher education institution of The Commonwealth of The Bahamas. With an enrolment of approximately 5000 students, UB offers master, bachelor and associate degrees, certificates and diplomas, academic upgrading, personal and professional development programs at four locations: two in New Providence, one in Grand Bahama and a field research campus in the island of San Salvador. The first doctoral degree program to be offered in spring 2020. University of The Bahamas (UB) is committed to internalization and cultural diversity. Students represent eighteen other countries, spanning across continents. The majority of international students are from Jamaica,

Rodney D. Smith

followed by the United States, Guyana and Haiti. Others come from Brazil, Cambodia, Canada, Dominica, France, Japan, Kenya, Nauru, Nigeria and Philippines.

**Vice President for Administrative Services  
Chief Administrative and University Planning Officer**

Hampton University.....2008 - 2014

**Responsibilities:** Campus-wide Academic and Non-academic units Assessment, Strategic and Long-Range Planning, Institutional Research, Institutional Effectiveness, Operations Analysis and Research, Internal Auditor, Marketing and Student Recruitment, Academic Clearance and Graduation, Offices of Admissions, Financial Aid and Scholarships, Registrar and University Athletics (NCAA, Division I). Special Projects as assigned by the President and working closely with the Executive Vice President, Provost, Vice Presidents, Chief Information Officer and all academic deans. Taught course in the doctoral program in Educational Management: *Strategy and Strategic Planning*.

- Led the Hampton University Strategic Planning Steering Committee for 2012-2022 and completed the University's third strategic plan: **A Commitment to a Culture of Results, 2012-2022**.
- Appointed co-chair with VP Finance for the Budget Exceptions Committee during the economic recession, resulting in savings to the University with no lay-offs. 2008-2012.
- Led the HU Annual New Student / Freshman Intake Committee for assuring the complete readiness of the campus and all personnel, 2008 – 2012.
- **Led the** HU University-wide Academic Clearance and Graduation (degree-auditing) Standing Committee – Leading campus-wide efforts in improving the degree audit and graduation system, 2008-2012.
- Developed and implemented an on-going HU University-wide managerial/Leadership Development Program for al Academic Deans, Chairs, Directors and Non-academic Supervisors, 2011-2012.
- **Led** and was Primary Contact, Hampton University's NCAA Academic Program Performance Review, summer 2011.
- **Co-Chair**, HU University-wide Admission Standards Debates. 2009-2010. Led and implemented campus-wide debates on student admission and scholarship standards leading to new policies.
- **Chaired**, HU Marketing and Student Recruitment Committee, 2010.
- **Chaired**, HU University-Wide Website Redesign Committee. 2010.
- Conducted HU Management Training sessions for Administrative Services staff focusing on customer relations management. 2010.
- As Chief Administrative Officer assisted in securing Hampton University's NCAA Division I re-certification, 2009.
- Conducted Student Activities Office Audit and provided oversight for the new Chief Student Affairs Officer and select student development staff, 2008.

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- Co-authored a \$780,000 + proposal to improve retention for all HU students and establish an Assessment and Retention Center, implement a student-centered needs assessment system, and improve persistence to graduation for all students.
- Co-authored a \$750,000 + proposal to implement a HU University / Community-wide Mitigation Emergency Management Planning Process and hire a certified Emergency Management Coordinator.
- **Led the** ongoing University-wide Task Force on Institutional Effectiveness and Sustainable Assessment of all Academic and Non-Academic Units.
- Successfully implemented the University’s first sustainable data management and assessment system for all academic and non-academic areas - Tracdat.
- Became the national “go to” expert on using strategic planning with Nuventive’s Tracdat and has presented to standing room only audiences at the annual Nuventive Users’ Conference.
- Special Task Force Leadership Team Member with Executive Vice President and Provost in efforts to increase fundraising from Foundations and increase efficiency grants management and institutional direction.
- Advisory Board member, HU Programs in International Education.
- Member of Board of Trustees, Hampton Roads Academy, 2012-2014.
- Member of Board of Directors, Peninsula Council for Workforce Development, Hampton Roads, Virginia, 2010 – 2014.
- Member of Board of Directors, Virginia Peninsula Chamber of Commerce. 2008 - 2014.
- Member, Urban League of Hampton Roads, Whitney M. Young Awards Committee, 2012.
- Hampton University representative to the Virginia Department of Transportation on redesign of Hampton Roads Bridge Tunnel, 2011-2012.

**Professor of Education, Ph.D. In Education Management, Hampton University**

Taught Strategy and Strategy Planning..... 2011 – 2012

**University Profile:** Hampton University, founded in 1868 as Hampton Institute, a strong Liberals Arts based institution, educating the Heart, Head and Hand, is today a multicultural, historically black institution. It is a selective, private, and non-denominational institution. It is classified as a Master’s College and University (medium programs) by Carnegie Classifications and its highest level of offering is the Doctorate degree – research/scholarship and professional practice. Today, it is a comprehensive teaching and research institution with a strong liberal art undergirding and was recognized by the John Templeton Foundation as one of Americas one hundred “character-building colleges.” The enrollment is in excess of 5,000 students of diverse ethnic backgrounds (mostly of African descent) drawn from 49 states, 35 territories and nations. The endowment stands at \$300,000,000 (Feb. 2021). The institution’s annual operating budget is around \$175,000,000. The faculty numbers 219 (FT) and 97 (PT) with over 850 administrative support staff. The University has launched four atmospheric research satellites and is the site of the world’s eighth and largest Proton Beam Cancer Treatment Center (\$225,000,000) and the country’s only Research Institute for Skin of Color. The

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University is organized into three colleges: The Undergraduate College, the Graduate College, and the College of Education and Continuing Studies. The Undergraduate College has seven schools: Business, Engineering and Technology, Liberal Arts, Journalism and Communications, Nursing, Pharmacy and Science. The University offers 71 baccalaureate, 34 masters and 9 doctoral degree programs and is NCAA Division I in Athletics. Hailed by the John Templeton Foundation as one of Americas one hundred “character-building colleges,” Hampton University maintains a Code of Conduct for all faculty, staff and students.

### **The Registry for College and University Presidents**

**Peabody, Massachusetts**.....2006 - 2012

Served as a consultant to institutions, boards and systems of higher education. Conducted Institutional reviews in preparation for presidential searches, including the University of New Orleans (UNO) Institutional Review, post-hurricane Katrina.

### **President and Chief Executive Officer**

**College of the Bahamas**.....2004 – 2005

- Conducted extensive national planning sessions with political, civic, corporate, union and governmental leaders to design an Adult Learner-focused institutional strategic plan for The College of The Bahamas, 2004-2005.
- Constructed a University Band Shell for campus events and instituted major campus repairs on the main campus at The College of The Bahamas.
- Secured major donations for a 50-acre expansion (\$9 million) to an island campus in Grand Bahama for The College of The Bahamas.
- Negotiated the purchase of a 40,000 square foot (\$4 million) complex, expanding the main campus, and established an additional 36 faculty and deans’ offices, 16 wired graduate seminar rooms, a 36-seat board/conference room, a state-of-the-art University book store with a coffee shop and copier/duplicating services center, all at The College of The Bahamas.
- Made major fundraising presentations to help secure \$9.5 for the building of the \$28M library and Information Centre.
- Chair, Education, Business and Labor National Committee, Bahamas National Multi-Sector Commission on Immigration, 2004-2005.
- Board Member, Bahamas National Antiquities and Museums Board, 2004-2005.

**College Profile:** Contracted by the Bahamas Government to lead the first stages of the transformation of a 4,000-student multi-campus (four campuses) liberal arts college into a multi-campus university system serving traditional and non-traditional age students. The College had six satellite locations: The Law School, College of Nursing and the School of Hospitality and Tourism are separate campuses located in the capital along with the main Oakes Field campus. Extension specialty locations are on other islands.

**President and Chief Executive Officer  
Ramapo College of New Jersey, Mahwah, NJ.....2001 – 2004**

- Initiated and completed Ramapo College of New Jersey's first campus community-wide strategic plan entitled **Enhancing Institutional Excellence at Ramapo College**, 2003.
- Broke every enrollment record in the 34-year history of Ramapo College and achieved a first-year record-breaking Freshman to Sophomore retention rate of 97% during this period, 2003.
- Freshman SAT scores increased by more than 80 points from 1090 in fall 2000, to 1170 in fall 2003; with projections of 1195 in fall 2004. Ramapo College was at its highest ever full-time equivalent numbers.
- Collaboratively increased alumni participation by 2% each year and exceeded all alumni giving goals (116% of goal within six months) at Ramapo College.
- Collaboratively achieved on-schedule completion of the following at Ramapo College:
  - A \$34 million student apartment townhouse (22 buildings, 528 beds),
  - A \$24.3 million, 115,000 square foot expansion of the Sports and Recreation Center,
  - A \$23 million eight-story residential building,
  - Renovated and restored the college's historic \$1.8 million Havemeyer House, and
  - Completed plans for a \$14+ million academic building to house the Center for International Education and Entrepreneurship (CIEE).
- Led implementation of new undergraduate interdisciplinary majors: Bioinformatics, Integrated Sciences at Ramapo College, 2001-2004.
- Collaboratively highlighted the prominence and distinctiveness of Ramapo College and moved the institution's ranking from #2 to #1 in its category among public comprehensive colleges in the North as noted by *U.S. News & World Report*.
- Oversaw negotiation and signing of a \$3.8 million management contract between Ramapo College and the New Jersey Meadowlands Education Center.
- Hosted annual Distinguished Citizens' Dinner and Dance / Auction, raising funds for student scholarships at Ramapo College.
- Hosted annual Golf Tournament, raising funds for students' scholarships at Ramapo College.
- Hosted annual events for scholarship donors to meet with scholarship recipients at Ramapo College.
- Member of the Executive Committee, Ramapo College Foundation. 2001-2004
- Collaboratively drove a 400% increase in fund raising/grant activities by developing/expanding a Grants Administration Department and reorganizing the Ramapo College Foundation.
- Secured a Labor-Health and Human Services Department \$800,000 grant for the Center for International Education and Entrepreneurship at Ramapo College.
- Secured a Veterans Administration - Housing and Urban Development grant for expansion of the Sports and Recreation Center at Ramapo College.

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- Worked with Bill Bradley in cultivating donors for the Bill Bradley Sports and Recreation Center at Ramapo College.
- Commission Member, Strategic Planning Commission for Bergen County, Vision 2020: Steering the Future of Bergen County, New Jersey, 2003.
- Cultivated and lobbied Staffers and Congressional Representatives in Washington, D.C. 2000-2004.
- Board of Directors, New Jersey-Edge and New Jersey-Transfer,
- Committees of the New Jersey Presidents' Council. 2001-2004.
- Board of Trustees, Hackensack University Medical Center Foundation, Hackensack, New Jersey. 2001-2010.
- Board of Directors, Commerce and Industry Association of New Jersey (CIANJ).2001-2010.
- Executive Committee, National Council of Public Liberal Arts Colleges (COPLAC). 2002-2004.
- Co-Chair, Russ Berrie Prize for Making a Difference, Mahwah, New Jersey. 2001-2004.
- Testified before the New Jersey House Senate Appropriations Committee on the Higher Education Budget, 2002.
- Board of Examiners, Credentials Committee, New Jersey Department of Education. 2001-2004.
- Governor appointed chair, New Jersey United Nations Day, 2003.
- Board of Trustees, New Jersey Association of State Colleges and Universities, 2001-2004.
- Chair, Committee on Higher Education and Lifelong Learning, Board of Trustees, Council for Adult and Experiential Learning (CAEL), 2001-2010.
- Senior Advisor on International Higher Education to Maximsnews.com, a Global News Network for the international community, based at the United Nations, 2005-2008.
- Member, Committee on International Education, American Council on Education, 2002-2004.
- Member, Committee on International Education, Committee for the Prevention of Drug and Alcohol Abuse, American Association of State Colleges and Universities, 2001-2004.
  - **Tenured Professor of Education**, (Tenure with Presidency) – Taught a freshman class. Ramapo College of New Jersey.....2001- 2004

### Recognitions:

**Chi Alpha Epsilon Academic Honor Society**, Alpha Chi Chapter, Ramapo College.

**Omicron Delta Kappa**, the National Leadership Honor Society, Ramapo College.

**Delta Mu Delta**, National Honor Society in Business Administration, Ramapo College.

**Distinguished Service Appreciation Award**, Ramapo College Board of Trustees, 2004.

**New Jersey Association of State Colleges and Universities Award for Invaluable**

**Contributions** to the Advancement of New Jersey State Colleges and Universities, 2004.

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**Recognition and Appreciation Award and Resolution**, Department of Education Board of Examiners, State of New Jersey, for invaluable guidance in formulation of Board decisions and policies, 2004.

**Hinandog (meaning devotion in Tagalog) Award** from the Filipino American Student Association of Ramapo College, 2004.

**Appreciation and Heartfelt Gratitude Award**, the Student Body of Ramapo College of New Jersey, 2004.

**Institutional Award for Recognition and Appreciation for support given to the Department of Athletics Intramurals and Recreation**, Ramapo College Athletic Association, 2004.

**Togetherness Award**, Ramapo College Security Department, 2004.

**Caribbean Heritage Committee Award**, Caribbean-American Community, Bergen Community College, New Jersey, 2003.

**College Profile:** Ramapo College of New Jersey is the state’s premier and award-winning Public Liberal Arts College. It is a comprehensive institution with a strong liberal arts foundation that serves 5,685 (Spr. 2018) traditional and non-traditional age students from New Jersey, surrounding states, and from 66 countries. An NCAA Division III institution, the College is widely recognized as “New Jersey’s Premier Public Liberal Arts College.” It is Co-founder of the Council of Public Liberal Arts Colleges (COPLAC) along with Evergreen State within the United States. It is the site of the Governor’s School for International Studies and is a designated Fulbright Center. The college had 21 study abroad programs by 2004 (up from 13 in 2001) and was recognized by the John Templeton Foundation as one of Americas one hundred “character-building colleges.” The College emphasizes interdisciplinary and experiential learning, and international and intercultural understanding. In 2004, the operating budget exceeded \$95,000,000. Today, it exceeds \$160,000,000.

### Other Administrative Experiences

**Vice President for Planning and  
Dean of the Graduate College**.....2000 - 2001  
**Hampton University, Virginia**

**Responsibilities:** Human Resources, strategic planning processes, coordinating the Graduate College Council and training and supervision of the newly appointed chief student affairs officer. Maintained an indirect reporting oversight of the student affairs division while reorganizing and managing the Graduate College and Council.

- **Led** the planning process and produced Hampton University’s second Ten-Year Strategic Plan: **Maintaining the Competitive Edge, 2001-2010.**
- Served as Campus Legislative Coordinator, Council of Independent Colleges in Virginia (CICV), 2000.
- Hampton University Representative, the Educational Foundation of the CICV, 2000.

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- Hampton University Representative, the Virginia Tidewater Consortium for Higher Education, 2000.
- Board of Directors of the Virginia Space Grant Consortium, Aerospace Partnerships in Education, Research and Industry. 1999-2000.
- Hampton University Representative, State Council of Higher Education of Virginia. 1998-2000.
- **Campus Spokesperson** for the Fund-Raising Leadership Team Solicitations Committee for \$200 Million Endowment Campaign. 1999-2001

**Vice President for Administrative Services and  
Director of Strategic Planning**.....1999 - 2000

**Responsibilities:** Financial Aid and Scholarships, Admissions, Registrar, Human Resources, and directing strategic planning processes. Maintained an indirect reporting oversight over the student affairs division.

- **Chair**, University Planning Council, Hampton University, 2000.
- **Chair**, Institutional Planning Support Staff, Hampton University, 2000.
- **Chair**, Facilities Resources Committee, Hampton University, 2000.
- **Chair**, Executive Steering Committee for Hampton University National Collegiate Athletic Association (NCAA), Division I, Two-Year Certification Self-Study, 1998-1999.
- **True Bridge Builder Award**, D.C. Hampton University Parents Club of Washington, D.C. 2001.
- **Distinguished Leadership Award**, Nominated by Hampton University President, 1999.

**Vice President for Student Affairs and  
Academic Dean for freshman and Undecided Majors**.....1996 - 1999

**Responsibilities:** Residential Life, Judicial Affairs, Academic Support and Assessment Center, University Testing Services, Career and Placement Center, Freshman Studies, New and Transfer Student Orientation, Implementation of University Code of Conduct, Student Health Services, Academic Advising Services, Counseling Center, Student Activities and Student Organizations, Pan-Hellenic Organizations, Trio-programs (Student Support Services, Educational Talent Search, Upward Bound), International Student Advisement and Americans with Disabilities Act (ADA) Compliance.

- **Chair**, Student Affairs Council, HU 1993-1999.
- **Chair**, Student Development Leadership Team, HU 1993-1999.
- **Chair**, Task Force for the Implementation of the Code of Conduct, HU, 1993-1994.
- **Chair**, Crisis Management Committee, HU, 1993-1999.
- **Chair**, Student Government and Administrative Council, HU, 1993-1999.
- **Chair**, Task Force on Freshman Registration and Orientation, 1996-1999.
- **Chair**, Committee on Admissions, 1999-2000.

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- Served on Peer Review Panel, Southern Association of Colleges and Schools, Commission on Colleges, 1999.
- SACS Steering Committee, Southern Association of Colleges and Schools, University Self-Study – **Received SACS Institutional Commendation for Student Affairs Division**. HU, 1998.
- **Chair** / Coordinator, Conference on “Abstinence and the African American Youth”, National Association for Equal Opportunity in Higher Education (NAFEO), HU, 1998.
- Hampton University Campus Coordinator, John Templeton Foundation Award for Character Building Colleges and Universities four consecutive years, 1996-2000.
- Member, HU Academic Leadership Team.
- Member, HU Instructional Program Committee.
- **Chair**, HU Faculty and Staff Grievance Committee.
- Member, HU Honors College Council.
- Co-Chair, African-American / Jewish Community Relations Symposia – four consecutive years. 1996-2000.
- **Elected to Editorial Board**, Journal of the National Association of Student Affairs Professionals.
- **National Conference Chair**, 1995, National Association of Student Affairs Professionals.
- **Presidential Award for Outstanding Service**, National Association of Student Affairs Professionals.
- Named **Most Outstanding Chief Student Affairs Officer at a Four-Year Institution**, Virginian Association of Student Development Administrators, 1995.

### Dean of Students and

**Assistant Professor**..... 1993 – 1996

**Responsibilities:** Residential Life, Judicial Affairs, Academic Support and Assessment Center, University Testing Services, Career and Placement Center, Freshman Studies, New and Transfer Student Orientation, Implementation of University Code of Conduct, Student Health Services, Academic Advising Services, Counseling Center, Student Activities and Student Organizations, Pan-Hellenic organizations, Trio-programs (Student Support Services, Educational Talent Search, and Upward Bound), and Americans with Disabilities Act (ADA) Compliance.

- Hampton University Principal Investigator for three Aetna Foundation Retention Grants (\$250,000 +).
- Hampton University Principal investigator for the Third Black Colleges Retention Initiative funded by the Pew Charitable Trust and managed by the Southern Education Foundation (\$314,000).
- Established the Academic and Psychological Counseling unit.

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- Implemented, in collaboration with volunteer faculty, a “Significant other support group” for first-generation college students on academic probation.

**Assistant Professor, Educational Research** - Techniques and Problems

The Graduate College, Hampton University, Hampton, Virginia.....1992 - 1993

Taught graduate course in Educational Research while providing thesis supervision for ten students.

**Director, Academic Support and Assessment Center and**

**ADA Section 504 Compliance Coordinator**..... 1992 - 1993

- Created the HU Faculty Development Advisors Program – nationally recognized by Educational Leadership Magazine and the Pew Charitable Trust.
- Restructured and created the University’s first stand-alone Counseling Center.
- Implemented Hampton University’s first Supplemental Instruction Program.
- Expanded and restructured the Hampton University’s Big Brother / Big Sister Program.
- Used Title III funding to design and implement a new HU tutoring / mentoring program.

**Interim Principal and Educational Consultant**

Sunland Lutheran School, Grand Bahama, Bahamas..... 1989 – 1990

Ran school for one year and implemented new academic and fundraising initiatives.

**Psychologist and Educational Consultant**

The Antoni Clinic, Grand Bahama, Bahamas .....1986 – 1992

Conducted private psychological counseling practice and worked with oil companies on the island, providing crisis interventions and career counselling and advisement.

**Program Coordinator**

Harvard Institute for Educational Management..... 1984

Coordinated and provided support to all IEM faculty. Coordinated case studies and reading materials for all IEM participants, while arranging all IEM social activities.

**Teaching Fellow, Professor Susan Johnson, Organizational Effectiveness and Advanced Supervision**

Harvard Graduate School of Education, Harvard University, Cambridge.....1984 – 1986

**Director, School Psychological Services**

and Senior School Psychologist

Ministry of Education, Bahamas Government, Nassau, Bahamas... ..... 1976 - 1986

- Pioneered School Psychological Services for over 60,000 children.

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- Conducted human relations development training for over 2,000 educators and community nurses.
- Founding member of the College of The Bahamas while serving on the Bahamas Association for Manpower, Training and Development (BAMTAD) Board.
- Senior member of the National Curriculum Development Committee.
- St. John's University / College of Saint Benedict Off-Shore Program, Lecturer  
Nova University Off-Shore Program, .....1976 – 1981  
Human Relations Development Training for Educators;  
Educational Psychology; Statistics for Social Sciences;

### Select Presentations

Smith, Rodney D., Inaugural Ellucian Live 2020 International President's Panel. June 22, 2020.

Smith, Rodney D., Global Leaders Panel Discussion, Ellucian Banner, Washington, D.C. January, 2020.

Smith, Rodney D. "President's Inaugural Address – Building a University for the Future." Delivered at the University of The Bahamas' Charter Day, November 10, 2016. Thomas A. Robinson National Stadium, Nassau Bahamas, 2016.

Smith, Rodney D. "Addressing Educational Needs in an Archipelagic Island Nation – Why Assessing the Bahamas through International Standards is Erroneous." Presidents Forum, Heads of Government Meeting, Panama City, Panama, 2015.

Smith, Rodney D., "Building a Stronger Team". Staff Development Seminar for Dominion Physical Therapy and Associates, Inc. February, 2012.

Smith, Rodney D., and Boyd, Angela. "Student Enrollment, Retention and Graduation: Trends and Best Practices". 2012 Winter Educational Staff Institute, Hampton University, January 2012.

Smith, Rodney D., and Haysbert, JoAnn. "The Presidential Interview: An Agenda for Success." On the Road to the Presidency- Annual Executive Leadership Summit. Hampton University, November 2- 4, 2011.

Smith, Rodney D; Murphy, Pollie; Gibbons, Regina; Baker, Spencer. "Using Technology to Make Life Easier: TracDat and Class Climate." Spring 2011 Faculty Institute, Hampton University.

Smith, Rodney D. (March 2011) "Effective Leadership", Opening Speaker for Leadership Institute, Hampton Roads Academy, Hampton, Virginia.

Rodney D. Smith

Smith, Rodney D. (October, 2010) "Faculty Productivity: Facts and Statistics", HU Strategic Administrative Leadership Training (SALT) Retreat for deans, directors and chairpersons. Virginia Beach, Virginia.

Smith, Rodney D. (August, 2010) "Strategic Planning and Enrollment Management", Administrative Retreat, Hampton University, Hilton Head, South Carolina.

Smith, Rodney D. (July, 2010) "Using TracDat to Report and Evaluate Progress of the University's Strategic Plan." 2010 Nuventive Users Conference, Sponsored by Microsoft and Datatel, Pittsburgh, PA.

Smith, Rodney D., (2008) "Transformational Leadership – From Servant Leadership to Community Organizer." Presentation to the Five-Year MBA students of Hampton University.

Smith, Rodney D., (2007) the New 21<sup>st</sup> Century Doctorate of Education at Eastern Kentucky University. Presentation to the faculty of the Educational Leadership and Policy Studies Program, Eastern Kentucky University.

Smith, Rodney D., (2007) Three Challenges facing The Desert Community College District. Presentation to select Palm Desert Community College faculty and staff, Palm Desert, California.

Smith, Rodney D., (2006) The Role of Student Services in Promoting Student Success. Presentation to select faculty, students and staff at Purdue University - Calumet Campus.

Smith, Rodney D., (2004) "Higher Education – A Twenty-First Century Context." Presentation to the Greater Montvale Business Association, Inc., New Jersey.

Smith, Rodney D., (2004) "Transitioning from the Presidency," Presentation/Lecture Millennium Leadership Institute, American Association of State Colleges and Universities, Washington, D.C.

Smith, Rodney D., (2003) "American Higher Education Systems". Presentation to the faculty, staff and students of Dali University, Kunming Province, China.

Smith, Rodney D., (2003) "A Comparison between the Higher Education Systems in America and China." Presentation at the Fourth Annual International Education Conference in Beijing, People's Republic of China.

Smith, Rodney D. (2003) "China: Yesterday, Today and Tomorrow". Presentation as discussion paper at Ramapo College of New Jersey.

Rodney D. Smith

Smith, Rodney D., (2003) "Competing Equities and Changing Dimensions Versus the Historic Struggles Against Race and Gender Discrimination," Presentation to the Third Annual Diversity Issues in Higher Education Conference, National Conference for Community and Justice at the University of Medicine and Dentistry of New Jersey.

Smith, Rodney D., (2002) "International Education Initiatives Post 9/11," Presentation to the Faculty Network Symposium, New York University.

Smith, Rodney D., (2001) "Team-Building in Presidential Leadership," Presentation/Lecture Executive Leadership Institute, Hampton University, Hampton, VA.

Smith, Rodney D., (2001) "Transitioning to the Presidency – What a Difference a Year Makes," Presentation/Lecture to the Millennium Leadership Institute, American Association of State Colleges and Universities, Washington, D.C.

Smith, Rodney D., (2000) "The Disparity between African American Males and Females entering Colleges and Universities." Interview on National Public Radio (NPR), Washington, D.C.

Smith, Rodney D., (2000) "The Role of the Public Liberal Arts College in American Higher Education." Presentation before select faculty, staff and students of The Evergreen State College, Olympia, Washington.

Smith, Rodney D., (2000) Hampton University Strategic Planning Process. 2000 - 2001 Action Plan, Presentation to the Hampton University Board of Trustees, Sullivan and Cromwell, New York.

Smith, Rodney D., (2000) "Challenges Facing Higher Education During the Next Decade." Presentation, The Evergreen State College, Olympia, Washington. 2000.

Smith, Rodney D., (1997) "Successful Retention Practices for Minority Science and Math Students" Presentation to the Tri-State Physics Consortium, Hampton University, 1997.

Smith, Rodney D., (1996) "Emergency Preparedness and Crisis Management on the College Campus." Presentation to Chief Student Affairs Officers of Virginia, 1996.

Smith, Rodney D., (1995) "Implementing an Institution wide Code of Conduct," Presentation at the Annual Conference of the Virginia Association of Student Personnel Administrators, Wintergreen, Virginia, 1995.

Smith, Rodney D., (1995) "Retention Initiatives." Presentation at the Annual Conference of the National Association of Student Affairs Professionals, 1995.

Rodney D. Smith

Smith, Rodney D., (1994) "Effective Student Affairs Administration," Presentation to the Virginia State University Administrative Interchange Program.

Smith, Rodney D., (1987) "Educational Planning for National Development," Presentation at Conference on Local Government, Bahamas.

Smith, Rodney D., (1983) "Complexities of Cross-Cultural Research," Presentation at International Education Conference, Harvard Graduate School of Education, Cambridge, Mass.

### Select Publications

To be released in 2025:

- Smith, Rodney D. The Pendulum Effect – Shifts in Government Administration – Pre and Post-Independence 2025
- Smith, Rodney D. The Armstrong and Harvey Years – Administration of Hampton University – A Compilation of Essays by Administrators. 2025

Smith, Rodney D. "Education for the 21<sup>st</sup> Century – A New Norm – Flexible Learning Pathways". Templeton World Charity Foundation, 2023.

<https://www.templetonworldcharity.org/blog/education-21st-century-new-norm-flexible-learning-pathways>

Smith, Rodney D., Reichard, Gary; Lovitt, Bob. The University of New Orleans: Institutional Review. November 2011, University of Louisiana System.

Smith, Rodney D., (2006) "The Global Workforce Transition" – Parts 1 & 2. MaximsNews.com <http://www.maximsnews.com/1006rodneydsmith10august.htm>.

Smith, Rodney D., (1999) "Reality Check." Off to College, A Guide for College Bound Students.

Smith, Rodney D., (1997) "Hampton University Extends FDA Initiative." Academic Success, Pew Charitable Trusts publication.

Smith, Rodney D., (1996) "Hampton's Angels Help Students Focus on Success." Academic Success, Pew Charitable Trusts publication.

Smith, Rodney D., (1996) "Academic Counseling as It Impacts Student Retention." Recruitment and Retention in Higher Education, Vol. 10, No. 9.

Smith, Rodney D., (1994) "What They Do Not Tell You about Freshman Year." Off To College, A Guide for College Bound Students.

Smith, Rodney D., and Others, Co-authored. (1985) "Development Indicators for Use in UNICEF Street Children Programs - Brazil," The Harvard Study Group.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval for the Appointment of a Vice President and Chief Financial Officer

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval for the appointment of a Vice President and Chief Financial Officer, pursuant to Board Policy 61.10.

**SUPPORTING DOCUMENTATION:** Job Description

**FISCAL IMPACT:** Annual Base Salary \$275,000.00 | Non-State Appropriated Funds  
University FOAP: (1000-31000-7010-70) | BOA0001735

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

05/15/2026

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (May 15, 2026 14:51:02 CDT)

INTERIM CHIEF FINANCIAL OFFICER

05/15/2026

DATE



James Crawford (May 15, 2026 18:04:11 CDT)

PRESIDENT

05/15/2026

DATE



TEXAS SOUTHERN UNIVERSITY  
3100 CLEBURNE STREET • HOUSTON, TEXAS 77004

713-313-7011

DEPARTMENT OF HUMAN RESOURCES  
OFFICE: 713-313-7521; FAX: 713-313-4347

May 13, 2026

Mr. J' Maine Chubb, CHFP, CMA, CPA, CSCA, IAP

Via email: [redacted]

Dear Mr. Chubb:

Texas Southern University is pleased to offer you the position of **Vice President & Chief Financial Officer (CFO)**, **subject to the approval of the Texas Southern University Board of Regents**. Your anticipated start date is **June 1, 2026, contingent upon receipt of all required approvals and completion of applicable pre-employment requirements**.

We look forward to utilizing your knowledge, skills, and abilities. Should you choose to accept our offer, your starting annualized salary will be **\$275,000.00**. In addition, you will receive relocation assistance up to **\$5,000**. This position is **exempt** and will have a probationary period of twelve **months (12)** from the date of hire. Please note, Texas Southern University is an "at-will" employer. All administrators and staff serve the University without a fixed term and do not have vested rights in continued employment. Nothing in this offer letter shall be construed as creating a contract of employment for any specific duration.

As **CFO**, you will receive all benefits and perquisites afforded by law to employees of the State of Texas, such as vacation, sick leave, holidays, and other legally available benefits such as insurance, retirement and social security coverage. Please visit the following Employee Retirement System (ERS) website to review some of the benefits that Texas Southern University has to offer <http://www.ers.state.tx.us>.

Once you accept this offer, you will be contacted by the Office of Human Resources/Payroll Services to complete the required new employee documentation. To receive more information about the enrollment process for specific benefits you are eligible to receive as a member of the Texas Southern University team, please call (713) 313-4246.

As indicated above, this offer of employment is contingent upon the completion of a satisfactory background criminal investigation, employment references, and Texas Southern University Board of Regents approval. Should you agree to accept this offer, please indicate your acceptance by signing this letter and returning it to me at your earliest convenience.

I am delighted by your willingness to take on this role and am looking forward to working with you as we continue to move Texas Southern University forward. The entire President's Office is enthusiastic about you, and we look forward to greeting you. In the meantime, if you have any remaining questions about any aspect of this appointment, please feel free to contact me.

Sincerely,

Ronald McKinley, PhD, MBA, SPHR  
Interim Chief Human Resources Officer

I accept this offer by my written signature below:

J' Maine Chubb (May 13, 2026 13:07:55 CDT)

J' Maine Chubb

5/13/2026

Date

# J'MAINE CHUBB, CHFP, CMA, CPA, CSCA, IAP

[LinkedIn](#) | j-maine-chubb-cgma-cma-cpa-csca-iap-42034639

## SUMMARY

Strategic Chief Financial Officer with 20+ years of experience shaping financial direction for complex, capital-intensive organizations across aviation, transit, infrastructure, and the private sector. Proven ability to align finance with corporate strategy, unlock new investment capacity, and lead organizations through transformation. Trusted by boards, investors, and stakeholders to deliver fiscal discipline, resilience, and long-term growth. Recognized for driving organizational performance improvements, securing multi-billion-dollar capital funding, and leading high-impact teams through periods of disruption and opportunity.

## STRATEGIC IMPACT HIGHLIGHTS

- **Accelerated Decision-Making:** Reduced financial close from 15 days to 3 at VIA Metropolitan Transit, enabling leadership and the board to make quicker, data-driven decisions
- **Capital Optimization:** Delivered \$133M in program savings by redesigning fleet lifecycle policies—balancing fiscal responsibility with operational reliability
- **Global Recognition:** Led development of Houston Airport System's 2020–2024 strategy, achieving a coveted 5-Star Skytrax rating despite the financial headwinds of COVID-19
- **Transformational Funding:** Secured \$4B+ in capital financing for airports and transit systems by leading investor relations, optimizing debt strategies, and cultivating market confidence
- **Strategic Investment Capacity:** Developed policies unlocking \$1B in additional capital capacity without increasing debt service burden
- **Enterprise Alignment:** Embedded “Strategy-to-Budget” frameworks at major airport systems, ensuring resources were deployed to initiatives with the highest strategic impact
- **Operational Efficiency:** Captured \$10M in recurring annual savings at Halliburton through restructuring global contracts and aligning cost structures with growth strategies

## PROFESSIONAL EXPERIENCE

### VIA METROPOLITAN TRANSIT AUTHORITY – San Antonio, TX

Chief Financial Officer | Nov 2024 – Present

- Provide strategic financial leadership for one of the nation's largest transit systems, overseeing finance, treasury, capital planning, investor relations, and FP&A with a \$1 billion capital plan and \$340 million operating budget
- Serve as a strategic partner to the CEO and Board, shaping long-term capital and funding strategies for a multi-billion-dollar expansion program
- Lead investor engagement to ensure favorable market access for debt issuance while maintaining strong credit ratings
- Deliver monthly strategic performance reports that link financial outcomes to ridership, capital progress, and organizational priorities
- Streamline reporting to increase financial transparency and strengthen board decision-making

- Operations process improvement and performance management to drive strategic initiatives and impact.

#### GREATER TORONTO AIRPORTS AUTHORITY – Toronto, ON

Chief Financial Officer | Feb 2023 – Nov 2024

- Directed accounting, financial planning & analysis, supply chain, enterprise financial strategy and risk management, and investor relations for Canada's largest airport system with a \$17 billion capital plan and \$1 billion operating budget
- Chaired executive-level capital and risk committees, aligning investment decisions with enterprise risk priorities
- Deepened institutional investor confidence to fund long-term expansion
- Enhanced the maturity of enterprise risk management, improving transparency, reporting, risk mitigation action item identification, and budget alignment

#### TRAVELWIFI – Houston, TX

Chief Financial Officer | Apr 2022 – Jan 2023

- Directed global financial strategy across operations in North America and Europe, ensuring scalability and profitability during rapid growth
- Spearheaded M&A strategy and due diligence for a \$125M global expansion, expanding market share and service capability
- Introduced data-driven pricing strategies that significantly improved profitability across multiple business lines

#### HOUSTON AIRPORT SYSTEM – Houston, TX

Chief Financial Officer | Jun 2018 – Mar 2022

- Led and directed a 110-person team across corporate strategy and performance management, financial operations, budgeting, capital planning, grants administration, strategic sourcing, and investor relations for a \$5 billion capital plan and a \$370M operating budget
- Designed and led the corporate strategic plan that resulted in a 5-Star Skytrax rating during the pandemic
- Strengthened airline pricing and cost recovery models, ensuring equitable allocation of costs to carriers.
- Enhanced stakeholder trust by improving transparency in financial reporting and aligning budgets with organizational strategy.
- Secured critical funding for transformative capital projects, positioning Houston as a premier global aviation hub.

Controller | Sep 2016 – June 2018

- Managed general accounting, financial reporting, revenue accounting, accounts payable, fixed assets, and grants compliance
- Enhanced financing reporting to executives, inclusive of financial and non-financial metrics
- Directed quarterly control reviews that mitigated external audit and regulatory compliance risks

#### CITGO PETROLEUM CORPORATION – Houston, TX

Accounting Manager | Feb 2015 – Sep 2016

- Strengthened financial reporting and controls supporting transparency for executive decision-making
- Partnered with leadership on ERP implementation, enhancing financial insights and ops efficiency

#### HALLIBURTON – Houston, TX

Global Operations Controller (Business Unit CFO) | Oct 2013 – Feb 2015

- Directed financial strategy for multiple global product lines, driving profitability and cost optimization
- Delivered \$10M in recurring savings by identifying process improvements to reduce royalty payments

#### SCHLUMBERGER – Houston, TX

Financial Planning and Reporting Manager | Feb 2011 – Aug 2013

Operations Controller | Aug 2011 – Aug 2013

- Managed global consolidation and SEC reporting across 100+ entities
- Supported CFO in M&A integration and risk analysis, ensuring seamless transition of acquired firms
- Assisted VPs in managing risk and profitability for assigned business lines

#### TOYOTA – San Antonio, TX

Financial Reporting Analyst | Nov 2008 – Feb 2011

- Led the monthly close process, ensuring timely and accurate financial statements and reports
- Acted as SOX compliance lead, safeguarding financial integrity

#### STATE OF GEORGIA – Atlanta, GA

Accounting Manager | Jan 2007 – Oct 2008

- Oversaw state-level financial operations, budgets, and reporting, ensuring regulatory compliance
- Introduced process improvements and enhanced efficiency across multiple departments

#### STATE OF MICHIGAN – Detroit, MI

Accountant Examiner | Jun 1996 – Dec 2006

- Examined and audited unemployment tax records to ensure compliance with state laws and regulations
- Conducted audits of employer records, identifying discrepancies, and ensuring accurate reporting

### EDUCATION

Columbia Business School – Chief Financial Officer Program (2023) | Mergers & Acquisitions (2022)

Wharton School of Business – Data Analytics (2021)

Wayne State University - MBA, Finance (2006) | BS, Accounting (2003)

## CERTIFICATIONS

Certified Healthcare Financial Professional - CHFP  
Certified Management Accountant - CMA  
Certified Public Accountant - CPA  
Certified in Strategy and Competitive Analysis - CSCA  
International Airport Professional - IAP