

**MINUTES OF THE REGULAR MEETING  
DEL MAR COLLEGE DISTRICT**

December 9, 2025

The Regular Meeting of the Board of Regents of the Del Mar College District convened on Tuesday, December 9, 2025, at 1:02 p.m., at the Center for Economic Development, 3209 S. Staples, Room 106, Corpus Christi, Texas with the following present:

**From the Board:**

Present:

Chair Carol Scott, Ms. Libby Averyt, Dr. Nicholas Adame, Mr. Carl Crull, Mr. Rudy Garza, Jr., Mr. Bill Kelly, Mr. David Loeb, and Dr. Laurie Turner.

Not present:

Dr. Anantha Babbili.

**From the College:**

Dr. Mark Escamilla, President and CEO; Ms. Lenora Keas, Executive Vice President and COO; Mr. Raul Garcia, Vice President and CFO; Mr. Ali Kolahdouz, Vice President and Chief Information Officer; Dr. Jonda Halcomb, Vice President and Chief Academic Officer; Ms. Tammy McDonald, Vice President of Administration and Human Resources; Ms. Patricia Benavides-Dominguez, Vice President for Student Affairs; Mr. Augustin Rivera, Jr., General Counsel; Mr. Matthew Busby, Vice President of Development and Donor Advising; Mr. Jeff Olsen, Chief of Staff and Vice President of Communication and Marketing; Ms. Delia Perez, Director of CEO Office and Board Relations, Mr. Conrado Garcia, Superintendent in Residence, and other staff and faculty.

**CALL TO ORDER/QUORUM CALL**

Chair Scott called the meeting to order with a quorum present. She requested a moment of silence followed by the Pledge of Allegiance and Del Mar College Vision Statement.

**GENERAL PUBLIC COMMENTS** – The public was given the opportunity to provide public comments (both general and specific to any agenda item).

There were no public comments.

**SPECIAL RECOGNITION:**

- Board of Regents Proclamation in recognition of Ms. Lenora Keas, Executive Vice President and Chief Operating Officer's service to Del Mar College  
.....Ms. Carol A. Scott  
*(I: Communicate, Goal 1: Collaborate across the College and Goal 2: Connect beyond the College)*

Chair Scott read a proclamation on behalf of the Board of Regents for special recognition of Ms. Lenora Keas, Executive Vice President and Chief Operating Officer who will be retiring. The Board of Regents thanked and extended their best wishes to Ms. Keas for her contributions, dedication, and vision to Del Mar College throughout her professional career with the College. Dr. Escamilla provided his words of thankfulness and conveyed his appreciation of her commitment to the College. Matthew Busby from the Del Mar College Foundation spoke and stated because of Ms. Keas impact on the College and the Coastal Bend area community; two scholarships were being created in her name. Ms. Keas was presented with a painting of the coastal bend she admired that hung in the Rockport City Hall. Ms. Keas provided words of gratitude and expressed how much the people she has worked with in her college career have meant to her throughout the years.

## RECOGNITIONS:

- Two DMC Biotechnology students, Megan O'Shaughnessy and Kristen Waddell, earned "Awards for Excellence" for research presentations during Advanced Technology Education (ATE) conference in Washington, DC in November  
.....Dr. Jonda Halcomb  
*(III: Cultivate, Goal 2: Optimize the Viking Student Experience)*

Dr. Halcomb recognized two College Biotechnology students, Megan O'Shaughnessy and Kristen Waddell who earned Awards for Excellence for their research presentations during the Advanced Technology Education conference in Washington D.C. Dr. Daisy Zhang, Professor of Biotechnology provided her mentorship to the students. Ms. O'Shaughnessy and Ms. Waddell thanked the Board for their opportunity.

With no objection, for scheduling convenience, Chair Scott changed the order of the agenda:

4. Discussion and possible action related to the recommendation of Professor Emeritus status to Michael Kim Frederick, Professor of Drama.....Dr. Jonda Halcomb  
*(III: Cultivate, Goal 1: Nurture our faculty and staff to achieve their full potential)*

Dr. Halcomb presented Michael Kim Frederick to the Board for consideration of Professor Emeritus. She stated Mr. Frederick has provided 36 years of service to the College as a Professor of Drama. During her tenure, Mr. Frederick demonstrated distinguished leadership and notable dedication to the students, the College, the community, and the field of Drama. Mr. Frederick taught a variety of drama classes, directed over 50 theater productions, and developed new courses among which supported the first generation of dual credit students at the college. He was awarded the Community College Educator of the year in 2017 by the Texas Association of Theater Educators and remains involved in educational theater as an official UIL One-Act Play Adjudicator. Dr. Halcomb recommended to the Board to approve Mr. Frederick's Professor Emeritus status. Chair Scott expressed the Board's gratitude to Mr. Frederick. Mr. Frederick provided words of appreciation and gratefulness.

Regent Adame made a motion to approve Mr. Michael Kim Frederick with Professor Emeritus status. Regent Turner seconded the motion. Chair Scott and Mr. Carl Yowell provided comments of appreciation. A vote was taken by show of hands, and the motion carried unanimously 8-0, amongst Regents present, with Regents Scott, Adame, Averyt, Crull, Garza, Kelly, Loeb, and Turner in favor.

COLLEGE PRESIDENT’S REPORT..... Dr. Mark Escamilla

- November 12, 2025: Pizza with Students, Oso Creek Campus  
(III: Cultivate, Goal 2: Optimize the Viking Student Experience)

Dr. Escamilla attended and received a lot of feedback during the Pizza with Students event.

- November 15, 2025: Viking Fest, Windward Campus  
(III: Cultivate, Goal 2: Optimize the Viking Student Experience)

Dr. Escamilla attended Viking Fest and stated it was a huge success that included the 5K run, numerous vendor booths, and welding competition.

- November 18, 2025: 2<sup>nd</sup> Annual Superintendent Symposium, Oso Creek Campus  
(I: Communicate, Goal 2: Connect by the College)

Dr. Escamilla attended the 2<sup>nd</sup> Annual Superintendent Symposium and thanked Dr. Leonard Rivera and Mr. Conrado Garcia for arranging the event.

- November 19, 2025: West Oso ISD State of the District  
(I: Communicate, Goal 2: Connect by the College)

Dr. Escamilla attended and hosted the West Oso ISD State of the District and thanked the College staff for their support.

- November 19, 2025: TAMUK State of the University  
(I: Communicate, Goal 2: Connect by the College)

Dr. Escamilla attended the Texas A&M University – Kingsville’s State of the University in Kingsville, Texas. Dr. Robert Vela presented his forecast for the university.

- December 12, 2025: Fall Commencement  
(III: Cultivate, Goal 2: Optimize the Viking Student Experience)

Dr. Escamilla announced the fall commencement scheduled on December 12, 2025. Dr. Escamilla stated that Chair Scott, Regents Crull, and Loeb, and Ms. Perez attended the first round of the Viking Academy regarding the Viking Way.

## STAFF REPORTS:

- Foundation Yearly Update.....Mr. Matthew Busby  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Mr. Busby provided the yearly update and stated the Del Mar College Foundation, an independent nonprofit aligned with the College through an MOU, reported a record-breaking year in private investment, student support, and overall financial growth. The Foundation operates with a strong emphasis on people—its volunteer Board, dedicated staff, and the donors and students it serves.

Mr. Busby provided information regarding record fundraising and investment which totaled \$6.9 million in private contributions—the highest in the Foundation’s history. These funds exclude in-kind donations and represent direct financial support from individuals, companies, and other foundations. There was also a record in student scholarship awards 1,441 students in the amount of \$2.95 million, the largest number ever supported in a single year. Additional College support in the amount of \$1.63 million was provided to support faculty, staff and student initiatives beyond scholarships. A strong community-driven investment is demonstrated with these resources to elevate programs.

The Foundation is currently in a strong financial position which includes net assets exceeding \$41 million for the first time, the endowment increased from \$11 million to \$28 million with strong and sustained growth over the past decade. The Foundation ranks 8th out of 50 Texas community colleges in scholarship support, outperforming many larger institutions. In regard to student emergency aid, \$158,000 was awarded to 564 students facing unexpected financial crises, helping them stay enrolled and on track.

Mr. Busby announced a new \$100,000 endowed scholarship, the Adame, Gonzalez, & Vasquez Education and Scholarship Fund. The scholarship was created by Dr. Nick Adame, Raul Vasquez, and Alice Gonzalez who believe in our students and to continue to inspire our students as well as support them. Despite record awards, over 2,300 qualified students went without scholarships due to limited funds. The Foundation continues to actively encourage donors to help fill the gap.

- Marketing Update.....Mr. Jeff Olsen and Mr. Jason Houlihan  
(I: Communicate, Goal 2: Connect by the College)

Mr. Olsen provided opening comments and introduced Mr. Jason Houlihan who presented an update from the Marketing Department with the focus on transforming the enrollment experience at the College through improved marketing, technology, and communication

strategies. High school students and parents showed positive views in the Brand Health Survey but revealed opportunities in other areas.

Some strategic marketing actions discussed include creating a more modern digital experience highlighting programs, outcomes and transfer pathways. Using AI as a guide (Val the Viking) was discussed and will help answer student questions in real time and in multiple languages. To engage parents directly, a dual workflow will be introduced that simultaneously creates a student and parent record that allows targeted communication for both groups during enrollment and initiatives like Freedom to Dream.

Mr. Houlihan discussed the implementation of Element451 which is the College’s enrollment engine. The College is 11 months into using Element451 as a full student journey tracking system. Element451 supports communication workflows, residency checks, personalized messaging, and application tracking. Element451 will also connect with Ellucian for integrated student data. Element451 aims to reduce friction and provide clarity in the enrollment process.

Mr. Houlihan announced a special event called Noche de Sueños (Night of Dreams) featuring Chris Pérez. The event is planned to be a concert-style enrollment and information event held at Heritage Campus prior to launch.

He stated that the overall goal is to increase the College’s market share by owning the applicant experience through a Del Mar–controlled application process; providing personalized, real-time guidance; reducing barriers at every stage of the enrollment funnel; and ensuring fast, accurate, consistent service for students and parents.

Mr. Houlihan responded to questions from the Board of Regents.

- Tax Increment Reinvestment Zone (TIRZ) Update  
.....Ms. Lenora Keas and Mr. Augustin Rivera, Jr.  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Ms. Keas presented with an overview of the existing TIRZ policy. The College follows a comprehensive policy established in 2019, grounded in Chapter 311 of the Texas Tax Code and Higher Education Code. Formal requests for TIRZ participation come through the President’s Office and must include complete documentation (maps, zoning, acreage, project details). Projects must show: Economic impact, especially in distressed areas; educational or workforce benefits aligned with the College’s mission; and job creation, especially for chronically unemployed populations or roles tied to College programs. The College’s staff evaluate future tax impact, including present-value analysis of projected property values and reimbursements.

Discussion was held regarding the status of active and past TIRZ projects which included TIRZ #1 – Bayfront, completed in 2004; TIRZ #2 – Padre Island / Packery Channel, reviewed in 2024; Board declined extension because it did not meet current policy; TIRZ #3 – Downtown/SEA District, active until 2028; TIRZ #4 – North Beach, focuses on revitalization, drainage, and infrastructure. Participation is currently at 100% through 2028, then 75%; TIRZ #5 – BoCo (SPID/Crosstown), inactive—canceled by the city; TIRZ #6 – Barisi Village, stalled due to financing challenges and high insurance costs, developer agreement pending; and TIRZ #7 – London Area (Pending Proposal), not yet formally submitted.

A new Ad Hoc Committee of the Board of Regents was formed with Regents Crull, Garza, Kelly and Loeb to review policy ideas and meet with leadership.

Ms. Keas and Mr. Rivera responded to questions from the Board of Regents.

- Tax Abatement Update.....Ms. Lenora Keas  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Ms. Keas provided opening remarks and introduced Mr. Randy Almaguer with the Corpus Christi Regional Economic Development Board Corporation (CCREDC). Mr. Almaguer delivered the annual compliance update. He provided background information regarding his role as the Compliance Officer as well as what information he reviews like IRS Forms 941 and 940, audited financials, Texas Workforce Commission reports, and other company-provided documents used to confirm job counts, locations and investment levels.

Mr. Almaguer provides a compliance packet to Dr. Escamilla once the analysis is complete. The projects reviewed include M&G (now CC Polymers) which was originally approved in 2014, has a 10-year abatement, investment totals include \$950 million planned vs. \$869 million actual, and is set to expire per Nueces County approved amendment in 2027. The next project reviewed is EPIC (now Phillips 66), which was approved in 2019, has a 7-year abatement, and had an ending date of 2024.

Mr. Almaguer provided economic impact and emphasized these incentives enable the region to stay competitive for large-scale industrial investments. Without incentives, tax revenue would remain minimal, but with these major investments, annual tax contributions increased dramatically, and additional indirect benefits include increased local home purchases, student enrollment, car sales, and wider economic activity.

- Student Charges Update..... Mr. Raul Garcia  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Mr. Garcia provided an update regarding the College’s student charges. Mr. Garcia presented information that outlines major areas guiding the 2025-2026 tuition and fee strategy. There are external and internal factors affecting balancing a budget. The external pressures include possible legislative changes to property taxes, creating uncertainty in local funding; Governor’s directive to freeze student charges for the 2025–2026 academic year, limiting the College’s ability to offset rising costs; changes to the HB8 performance-based funding model, which will remove state funding for some associate degrees, resulting in an estimated \$600,000 reduction; inflation and uncertain tariff impacts increasing operational costs. The internal challenges include funding for student support services, dual credit growth, deferred maintenance, and capacity expansion.

Student affordability indicators include student charges and how Del Mar College has maintained tuition and fees below statewide averages since 2020 and currently has the lowest cost of attendance among Texas community colleges for Fall 2023. Del Mar College students received the highest average financial aid in Texas community colleges (\$7,321 for first-time students). Aid often exceeds student charges, resulting in refunds that support other student needs. Del Mar College graduates’ average loan debt decreased nearly 9% year-over-year (from \$13,243 to \$12,101). The College ranks 1st for lowest average student debt; and 3rd for lowest percentage of graduates with debt.

Mr. Garcia stated over the past five years, inflation rose 22%, while Del Mar’s part-time student charges increased only 5%, reflecting a strategy of freezes and modest adjustments. This affordability, however, limits the College’s ability to absorb rising operating costs, increasing reliance on property taxes and state funding.

Mr. Garcia discussed enrollment vs. unemployment trends stating enrollment typically rises with higher unemployment and falls when the economy strengthens. However, the Freedom to Dream (F2D) initiative significantly increased enrollment from Fall 2024 to Fall 2025 despite minimal unemployment change. A new “pilot within a pilot” aims to quickly train unemployed individuals through fast-credential workforce programs.

Mr. Garcia responded to questions from the Board of Regents.

- Professional Service Contract Review.....Ms. Tammy McDonald  
*(III: Cultivate, Goal 1: Nurture our faculty and staff to achieve their full potential)*

Ms. McDonald announced contract changes for the College audit services from the Collier, Johnson & Woods to Adamson & Company.

Ms. McDonald stated two contracts have expired since the last review in June, Columbia Advisory Group and Victory Building. Upcoming expirations include two IDIQ contracts

are expiring this month and are being extended a few months into 2026 to complete ongoing work. Request for Qualifications will be issued next year, with updated recommendations to be presented to the Board in the spring. The purpose of IDIQ contracts support ongoing facilities projects, including unplanned/emergency needs and deferred maintenance work. These contracts provide flexibility and allow projects to proceed once funding and priorities are identified.

Ms. McDonald responded to questions from the Board of Regents.

**PENDING BUSINESS:** Status Report on Requested Information

**CONSENT AGENDA**

**CONSENT MOTIONS:**

*(At this point the Board will vote on all motions not removed for individual consideration.)*

**ITEMS FOR DISCUSSION AND POSSIBLE ACTION:**

1. Approval of Minutes:  
Workshop, November 11, 2025  
Regular Board Meeting, November 11, 2025  
*(I: Communicate, Goal 2: Connect beyond the College)*
2. Acceptance of Investments for November 2025  
*(II: Elevate, Goal 2: Maximize resources entrusted to the College)*
3. Acceptance of Financials for October 2025  
*(II: Elevate, Goal 2: Maximize resources entrusted to the College)*

Regent Kelly made a motion to approve the Consent Agenda. Regent Crull seconded the motion. There was no further discussion from the Board. A vote was taken by show of hands, and the motion carried unanimously 8-0, amongst Regents present, with Regents Scott, Adame, Averyt, Crull, Garza, Kelly, Loeb, and Turner in favor.

**REGULAR AGENDA**

5. Discussion and possible action related to the 2025 Annual Audit, presented as the Annual Comprehensive Financial Report (ACFR) for the Fiscal Year ending August 31, 2025  
.....Mr. Raul Garcia  
*(II: Elevate, Goal 2: Maximize resources entrusted to the College)*

Mr. Garcia recognized Dr. Cathy West, Ms. Christina Gonzalez, Ms. Jackie Landrum, Mr. Roy Greses, and the finance team for their extensive work in preparing the year-end audit, especially amid last-minute compliance changes from the Department of Education. He also extended his appreciation to Adam Miller and the Adamson & Company team for successfully completing the College's annual financial and compliance audits.

Mr. Adam Miller discussed the results of the 2025 fiscal year audit. He reviewed key points and stated all independent auditor reports received unmodified opinions, indicating the College's financial statements and compliance with federal and state requirements were accurate and fully aligned with reporting standards.

No material weaknesses, significant deficiencies, or instances of non-compliance were identified in financial reporting, internal controls, or major federal and state awards.

The College again received the GFOA Certificate of Achievement for Excellence in Financial Reporting, reflecting its high standard of governmental reporting.

He stated the College remains in a capital-intensive period due to ongoing construction and renovation. Capital assets continue to grow, while long-term debt steadily declines as principal payments are made. Liquidity is managed between cash and investments such as commercial paper and U.S. Treasuries.

Revenues increased overall, which include Ad valorem taxes which rose about 11%, State appropriations also increased, and federal grants rose approximately 17%, driven largely by higher Pell Grant awards. Operating expenses continue to rise, with instruction remaining the largest expense category, largely due to employee salary and benefit increases. Student services, scholarships, and fellowships also increased, including expenses related to campus facilities and higher Pell awards.

The major federal programs relevant for the 2025 examination included Financial Aid, Title V, and the Procurement Technical Assistance of Business Firms and Grant. The testing resulted in approximately an 86.7% coverage of all federal expenditures for the fiscal year ended 2025. Regarding the state expenditures, the major program selection included the Texas Educational Opportunity Grant program, and testing coverage approximately 62% of all state awards for the fiscal year 2025.

Mr. Miller responded to questions from the Board of Regents.

Regent Loeb made a motion to accept the 2025 Annual Audit presented as the Annual Comprehensive Financial Report (ACFR) for the Fiscal Year ending August 31, 2025. Regent Crull seconded the motion. There was no further discussion from the Board. A vote was taken by show of hands, and the motion carried unanimously 8-0, amongst Regents present,

with Regents Scott, Adame, Averyt, Crull, Garza, Kelly, Loeb, and Turner in favor.

6. Discussion and possible action related to Student Tuition and Fee Waiver Program (Freedom to Dream F2D - Building the Next Cohort).....  
.....Dr. Patricia Benavides-Dominguez, Dr. Leonard Rivera and Mr. Raul Garcia  
*(II: Elevate, Goal 2: Maximize resources entrusted to the College)*

Dr. Patricia Benavides-Dominguez presented updates to the Freedom to Dream program, highlighting what the program continues to support which includes high school graduating seniors, adult learners, GED achievers, and students living within the taxing district. The requirements for the program are to maintain a 2.0 GPA, enroll full-time with a minimum of 12 credit hours, and sign a commitment contract as well as meet with an advisor.

Dr. Benavides-Dominguez also discussed the new requirements which include graduating seniors entering with dual credit must also have a 2.0 GPA, students with prior college coursework may have no more than 18 attempted hours, Continuing Education is now included allowing students to choose ICLCs or OSAs.

Mr. Garcia provided a fiscal note overview and Dr. Escamilla reminded the audience of the Workshop that was held earlier in the day that detailed the Freedom to Dream program.

Dr. Benavides-Dominguez, Mr. Garcia, and Dr. Escamilla responded to questions from the Board of Regents.

Regent Loeb made a motion to approve the staff recommendation to proceed with 2026-2027 Freedom to Dream cohort. Regent Kelly seconded the motion. There was no further discussion from the Board. A vote was taken by show of hands, and the motion carried unanimously 8-0, amongst Regents present, with Regents Scott, Adame, Averyt, Crull, Garza, Kelly, Loeb, and Turner in favor.

With no objection, for scheduling convenience, Chair Scott changed the order of the agenda:

At 4:12 p.m., the Chair announced that the Board was going into Closed Session pursuant to:

9. **CLOSED SESSION** pursuant to:

- a. **TEX. GOV'T CODE § 551.071**: (Consultation with legal counsel), regarding pending or contemplated litigation, or a settlement offer, including, but not limited to Tax Exemption Settlement Agreements (2) with CPS Energy (Barney Davis Power Plant and Nueces Bay Power Plant), with possible discussion and action in open session; and the seeking of legal advice from counsel on pending legal or contemplated matters or claims, with possible discussion and action in open session;
- b. **TEX. GOV'T CODE § 551.087**: (Deliberation Regarding Economic Development), regarding discussion or deliberation of information received from a business prospect with which the College is conducting economic development negotiations and/or the deliberation of an offer of a financial or other incentive to a business prospect, with possible discussion and action in open session; and,
- c. **TEX. GOV'T CODE § 551.074(a)(1)**: (Personnel matters), regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee.

The Board of Regents reconvened Open Session at 5:21 p.m. with no action taken and the meeting continued.

- 7. Discussion and possible action related to Board Policy revisions and notification of Administrative Procedure revisions:
  - a. Policy and procedures related to SB 2615 Telework  
.....Ms. Tammy McDonald & Mr. Jerry Henry
  - b. Policy and procedures related to SB 37 HR related  
.....Ms. Tammy McDonald & Mr. Jerry Henry
  - c. Policy and procedures related to SB 37 curriculum and program review  
.....Dr. Jonda Halcomb and Dr. Sydney Saumby  
(*I: Communicate, Goal 1: Collaborate across the College*)

Ms. McDonald began the presentation stated that Mr. Jerry Henry, Dr. Jonda Halcomb, Dr. Sydney Saumby, Ms. Jessica Alaniz, and Mr. Dale Anderson worked together to review and prepare compliance recommendations with SB 2615 Telework and SB 37 regarding curriculum and academic programs and program review.

Mr. Henry reviewed policy and procedure compliance changes for SB 2615 Telework/Remote Work and stated the College is in compliance with the Senate Bill and Education Code.

Ms. McDonald then reviewed the SB 37 requirement for the College policy to include hiring oversight, and the Board must approve or deny hiring for Provost, Deputy, Associate, or Assistant Provost. The administration must create procedures to support these requirements. As far as Board authority over hiring decision, the board may overturn hiring decisions for Vice Presidents and Deans. The Board may also rescind an offer, terminate employment, and terminate a contract. A minimum of 3 Regents must request that such an item be added to a meeting agenda within 10 days of the hiring offer being accepted and the notification will run from the CEO through General Counsel.

Dr. Jonda Halcomb provided information regarding SB 37 Curriculum and Program review. She stated they worked with the Faculty Council Chair and Curriculum Committee Chair and others in reviewing policies. When recommendations in fundamental areas such as curriculum are made, they still have primary responsibility for subject matter and methods of instruction. The required adoption date for updated program review policy is January 1, 2026. The Board will now approve the 5-year program review (previously only received reports). She also reviewed information regarding Committee composition and assessment criteria updates.

Dr. Halcomb and Ms. McDonald responded to questions from the Board of Regents.

Regent Crull made a motion to approve the Board Policy revisions and notification of Administrative Procedure revisions as presented. Regent Turner seconded the motion. Regent Averyt provided additional commentary regarding the appreciation of staff and obeying state law. A vote was taken by show of hands, and the motion carried unanimously 8-0, amongst Regents present, with Regents Scott, Adame, Averyt, Crull, Garza, Kelly, Loeb, and Turner in favor.

8. Discussion and possible action on proposed Tax Exemption Settlement Agreement with CPS Energy.....Mr. Augustin Rivera, Jr.  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Agenda Item No. 8 was tabled until a different date and time.

CALENDAR: Discussion and possible action related to calendaring dates.

Mr. Augustin Rivera, Jr., General Counsel announced he recently presented at the Texas Higher Education Coordinating Board's Higher Edge Conference as part of a training panel for new trustees. The presentation focused on effective and ethical leadership, and Mr. Rivera highlighted the strong ethical practices demonstrated by the Regents, specifically mentioning the work of Regent Averyt and Regent Turner on the Ethics Committee and the annual ethics documents the Board complete on an annual basis. The session was well received, with positive feedback from both the Commissioner and the General Counsel, who noted that attendees greatly appreciated the comments.

ADJOURNMENT: The meeting was adjourned at 5:41 p.m.

MINUTES REVIEWED BY GC: /s/ARjr