



TEXAS A&M
UNIVERSITY

Action 2015 EDUCATION FIRST

Strategic Plan
FY11–15

CONTEXT FOR 2011-2015 STRATEGIC PLANNING

- Texas A&M University was revolutionized by General Earl Rudder, who developed our first strategic plan in 1962, the “aspirations study,” which, among other changes, set Texas A&M on the path to becoming a comprehensive research university. Even as it has grown in size, scope, and stature, A&M has retained its commitment to tradition, honor and excellence.
- Today, many are asking serious questions and making critical assessments about the role, purpose and productivity of research universities—including the performance of Texas A&M on several dimensions. Where those criticisms are on target, we need to change what we do and how we do it. Where we have done an inadequate job of describing what we do and why, then we must redouble our efforts to explain our purpose and to provide evidence of our success. With humility, we need to demonstrate that we are accountable to ourselves and to others who are committed to our success.
- Texas A&M requires significant resources to achieve and sustain its status as a flagship university of the first rank. The State of Texas and the families of A&M students have provided significant resources enabling much of our growth. Limited state revenues and current economic conditions suggest that these resources will decline in relative terms. Texas A&M must diversify the resources necessary to serve our constituents and commitment to excellence.

The continued pursuit of excellence must be accompanied by an even greater accountability and stewardship of the resources provided to us by the State of Texas, along with an increased commitment to the identification and acquisition of new resources that advance Texas A&M University and Texas.

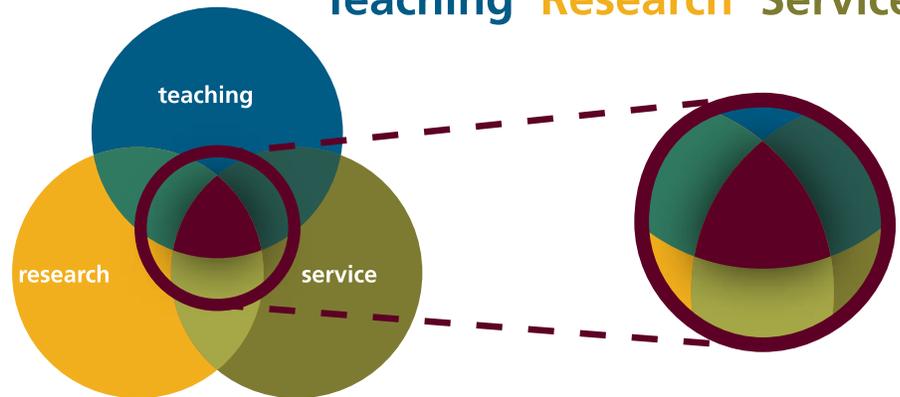
Thus, Texas A&M is prepared to:

- make targeted investments in excellence even in the face of requiring reallocations to do so.
- continue to grow our federal and corporate support for research and scholarship.
- grow our philanthropic resources to provide a long term stable base for excellence.
- increase our entrepreneurial efforts across a range of activities — including, technology commercialization, business initiatives, and professional certification/degree programs.

Texas A&M will be a leader in integrating the three primary missions of higher education—**teaching**, **research** and **service**—by taking actions, making investments and designing outcomes that produce a holistic vision of academic excellence in the 21st century. Our plan insists on “Education First,” an inseparable mix of missions that interrelate, stimulate and support one another in a way that develops a new model for an American university, but builds on the firm foundation of the old. Texas A&M must demonstrate that the superior quality of the education it provides to enrolled students, professional peers and an engaged citizenry so substantially promotes the advancement of the public good that its value and contributions to the state are unquestioned. As the first public institution of higher education in Texas, Texas A&M University is rich in tradition and dedicated to the vitality of Texas, its culture, its economy and the well-being of its citizens. We understand that Texas A&M’s stature as a great flagship university must be continuously earned. The **Education First** initiative reflects a strong commitment to continuous improvement, which is fundamental to a culture of excellence.

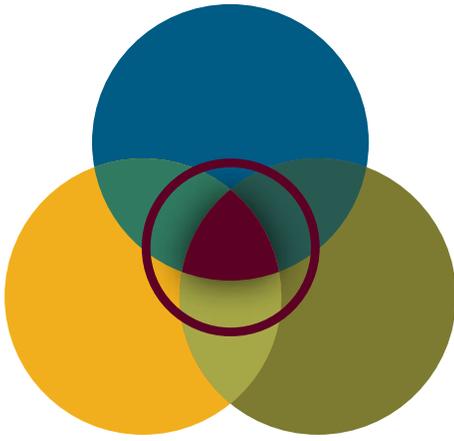
EDUCATION FIRST

Teaching Research Service



Action 2015: Education First is a plan that insists on bold choices about the grand challenges on which we as an institution will focus, and thus, on those we will not. The plan insists that we make difficult decisions about the investment of scarce new resources, and that we make even more difficult choices about whether we are using our current resources in a manner that is consistent with our stated plan and goals. **Education First** means that we cannot make decisions about only teaching or only research. Rather, the plan demands that we make new, original decisions and investments that will knit together the traditional elements of **Education First** and enable the innovations required to take Texas A&M to new levels of performance, productivity and impact.

An education from Texas A&M is provided by the collective expertise of our world-renowned faculty with the support of the dedicated staff. The extraordinary value of a student’s experience at Texas A&M is deeply energized and enriched by faculty who are leading scholars in their fields. Graduates of Texas A&M are noted for their readiness to work because of their leadership, work ethic, loyalty and dedication to public service. We will continue to strengthen their appreciation of a global world enriched by diverse cultures, backgrounds and ideas. These hallmark educational outcomes are a result of the comprehensive mission of Texas A&M and are realized through innovative teaching practices, the creation and dissemination of new knowledge, high-impact learning experiences, experiential offerings, and relevant outreach and engagement. Few institutions share Texas A&M University’s balance of research prowess, graduate education, and commitment to holistic undergraduate excellence.



Texas A&M's **Action 2015: Education First** will continue to demonstrate that Texas A&M University is:

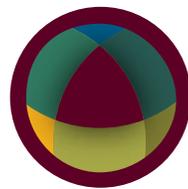
Efficient in its stewardship of the resources and responsibilities granted by the people of Texas;

Effective in the balance of its multifaceted educational mission; and

Focused to meet its commitment to Texas, the nation and the world through comprehensive disciplinary and multi- or interdisciplinary excellence, but particularly in interdisciplinary or multidisciplinary areas where it can have the greatest impact on solutions for modern challenges, such as energy, health, information, economic development and innovation, and public service.

**Texas A&M University
Vision 2020 Imperatives**

- 1 Elevate Our Faculty and Their Teaching, Research & Scholarship
- 2 Strengthen Our Graduate Programs
- 3 Enhance the Undergraduate Academic Experience
- 4 Build the Letters, Arts and Sciences Core
- 5 Build on the Tradition of Professional Education
- 6 Diversify & Globalize the Texas A&M Community
- 7 Increase Access to Knowledge Resources
- 8 Enrich Our Campus
- 9 Build Community & Metropolitan Connections
- 10 Demand Enlightened Governance & Leadership
- 11 Attain Resource Parity with the Best Public Universities
- 12 Meet Our Commitment to Texas



EDUCATION FIRST
Teaching Research Service

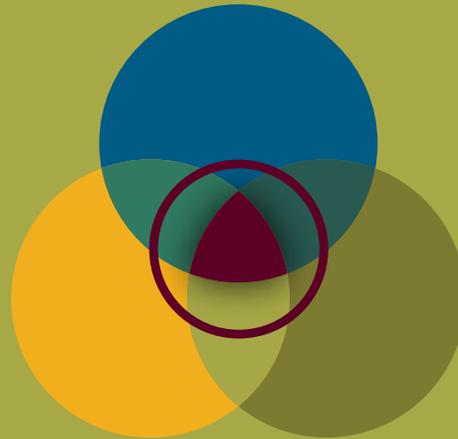
Action 2015: Education First has been guided by *Vision 2020: Creating a Culture of Excellence* and its 12 imperatives. This Vision, which was developed through a process that involved numerous stakeholders in the late 1990s, is very broad and must be reviewed in its entirety to appreciate its bold ideas and approaches to being a top university (<http://vision2020.tamu.edu/visioning-process-reports>).

Our current plan for actions from FY2011–2015 was further informed by documented efforts that also engaged a significant number of stakeholders, including:

- The Academic Master Plan (2009),
- Individual college, branch campus and division strategic plans (2010),
- *Closing the Gaps* (2000), the Texas Higher Education Coordinating Board's strategic plan for higher education in Texas,
- Strategic task force reports on: the built environment, the undergraduate experience, the graduate experience, faculty evaluations, shared governance, campus diversity, campus arts, enrollment management, campus athletics and the university financial environment,
- The Texas A&M University System Strategic Plan 2009-2013, and
- The Budget Reallocation Working Group Report (November 2010).

Documents mentioned above are available at <http://provost.tamu.edu/strategic-planning-2010>.





TEXAS A&M UNIVERSITY MISSION STATEMENT

*approved by the Texas A&M System Board of Regents and
the Texas Higher Education Coordinating Board*

Texas A&M University is dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate and graduate programs is inseparable from its mission of developing new understandings through research and creativity. It prepares students to assume roles in leadership, responsibility, and service to society. Texas A&M assumes as its historic trust the maintenance of freedom of inquiry and an intellectual environment nurturing the human mind and spirit. It welcomes and seeks to serve persons of all racial, ethnic, and geographic groups, women and men alike, as it addresses the needs of an increasingly diverse population and a global economy. In the twenty-first century, Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.

IMPERATIVES, PRECEPTS AND GOALS

Texas A&M University will continue to evolve through collective integration and implementation of the 12 imperatives of Vision 2020. During the first ten years after establishing the Vision, with strategies that appeared to some to be too inwardly focused, we worked to strengthen and expand our faculty. We did this knowing that an excellent faculty is needed to provide the greatest educational experience for students and to elevate our impact on the public good. Now, the current economic situation and current public perceptions of higher education call for us to ensure that it is clear, internally and externally, that our pursuit of excellence begun with Vision 2020 is worthwhile only insofar as we are serving the public good. Therefore, it is time that we turn our focus on Vision 2020 inside-out. It must be clear that our efforts in every precept have a purpose rooted in advancement toward meeting significant challenges to society. Therefore, we will focus the work in all imperatives in a manner that ensures we are meeting our commitment to Texas, the nation and the world.

It must be clear that the purpose of our efforts is rooted in advancement of society and meeting its significant challenges. Therefore, we will focus the work in all imperatives in a manner that ensures we are meeting our commitment to Texas, the nation and the world.

2015 Precept 1 Fulfill our flagship mission

GOAL 1 Maintain the current on-campus enrollment and increase the number of students who graduate annually, ensuring that Texas A&M's learning environment prepares students for a highly competitive and rapidly changing world and professional workforce, and for responsible civic engagement in a diverse society.

GOAL 2 Elevate the impact of our scholarship to effectively advance the state, the nation and the world in meeting societal challenges and opportunities.

GOAL 3 Diversify the resource base of Texas A&M University by expanding external funding from public and private sources through competitive, philanthropic and commercialization activities.

2015 Precept 2 Practice intelligent stewardship of resources entrusted to Texas A&M

GOAL 4 Recognize and strengthen the contributions and value of a diverse community of faculty, staff and administrators who serve Texas A&M and the State of Texas.

GOAL 5 Create clear processes and effective resource utilization to maintain health, safety and sound infrastructure throughout Texas A&M University.

GOAL 6 Ensure public trust in Texas A&M through open accountability mechanisms that demonstrate efficient resource utilization and effective programmatic outcomes.



We must ensure that our learning environment prepares students for a highly competitive, rapidly changing world, and for responsible civic engagement in a diverse society.

STRATEGIES AND METRICS

GOAL 1 Maintain the current on-campus enrollment and increase the number of students who graduate annually, ensuring that Texas A&M's learning environment prepares students for a highly competitive and rapidly changing world and professional workforce, and for responsible civic engagement in a diverse society.

Strategy 1A Award more degrees per year.

Metrics: Graduate 12,500 students/year averaging 4.5 years for bachelor's degrees, 1.75 years for master's degrees, and 5 years for doctoral degrees.

Strategy 1B Ensure all students have at least one high-impact learning experience that is not already required: first year seminars, common intellectual experiences, learning communities, writing-intensive courses, collaborative assignments and projects, undergraduate research, diversity/global learning, service- or community-based learning, internships, and capstone courses or projects.

Metrics: All graduating students have an effective high-impact learning experience that most students believe has enhanced their ability to serve the public good at the time of the experience as well as after graduation.

GOAL 2 Elevate the impact of our scholarship to effectively advance the state, the nation and the world in meeting societal challenges and opportunities.

Strategy 2A Mentor, value and invest in scholars whose work demonstrates the greatest impact on their field, on the citizens of the state, the nation and the world, and, where appropriate, demonstrate scholarship in action through learning experiences for our students including implementation on and off campus.

Metrics: Increase the number of national and international awards and recognitions received by Texas A&M faculty and students, especially but not only in the following areas representing strengths at Texas A&M University: Energy Development, Sustainability, and Conservation; Health and Life Sciences; Information Management and Knowledge Utilization; Public Policy and Public Service; and Economic Development and Innovation.

Strategy 2B Increase investments and improve structures for large institutes and centers that will aid Texas A&M University in making significant contributions to societal challenges and opportunities.

Metrics: Develop at least three externally funded centers, each significantly engaging at least ten faculty members and incorporating innovations widely into curricula, especially in the five areas of focused strength (see Strategy 2A).

Strategy 2C Enhance the comprehensive nature of Texas A&M University to ensure that our students and our scholarship are enriched by and considerate of the breadth of global culture, intellectual thought and the history of human contributions.

Metrics: *Increase external recognition achieved through national fellowships, awards and recognitions received by faculty and students in all fields; ensure ongoing evaluation of general education/core curriculum for continuous improvement in our students' broad education; build competitiveness of faculty and students across all disciplines through venues such as the Texas A&M Institute for Advanced Studies.*

GOAL 3 Diversify the resource base of Texas A&M University by expanding external funding from public and private sources through competitive, philanthropic and commercialization activities.

Strategy 3A Improve competitiveness of Texas A&M's faculty and student scholars in winning external financial support for their studies and activities.

Metrics: *Increase funding for research and scholarly activities through faculty-driven initiatives with institutional support. Increase the total number of students receiving externally funded scholarships and fellowships.*

Strategy 3B Strengthen Texas A&M's success in garnering philanthropic and investment support for the activities detailed in this strategic plan.

Metrics: *Increase the number and size of endowments and annual contributions from non-governmental sources to support more activities of the faculty, staff and students of Texas A&M University.*

GOAL 4 Recognize and strengthen the contributions and the value of a diverse community of faculty, staff and administrators who serve Texas A&M University and the State of Texas.

Strategy 4A Expand and support faculty, staff and administrator development opportunities to enhance the overall work environment and increase personal skills and education.

Metrics: *Develop and promote a wide variety of opportunities for training and education of the faculty, staff and administrators to enhance the effectiveness of their work, the quality of the work environment and diversity.*

Strategy 4B Fully support and fund the University Diversity Plan.

Metrics: *Provide a sustained financial commitment to the University Diversity Plan and implement full accountability at every level.*

Strategy 4C Implement recommendations from the task force on faculty evaluations and the staff evaluation studies.

Metrics: *Align all faculty and staff evaluations with the core missions of the units and the University as a whole.*





Strategy 4D Implement the recommendations of the task force on shared governance.

Metrics: *Consistent communication between System and Board officers with stakeholders on campus concerning policy or regulation changes and leadership selection; clarity in the rules about processes for selecting significant administrators on campus and the engagement of the constituents in those selection processes; and leadership in shared governance across campus should be valued in annual performance and promotion reviews.*

GOAL 5 Create clear processes and effective resource utilization to maintain health, safety and sound infrastructure throughout Texas A&M University.

Strategy 5A Create a clear process for prioritizing and resourcing investment and the deferred and preventive maintenance on campus infrastructure.

Metrics: *Implement a deferred and preventive maintenance plan and allocate adequate resources to demonstrate commitment to a campus infrastructure befitting Texas A&M.*

Strategy 5B Enhance the campus culture concerning compliance and safety as a recognized necessity for accomplishing all aspects of the University mission.

Metrics: *Reduce the total number of compliance violations and safety incidents and develop and implement a robust risk-management system for the campus.*

Strategy 5C Maintain and enhance the competitive status and operational integrity of the information technology systems on campus.

Metrics: *Meet and exceed industry standards for network server and infrastructure availability and provide high-level support services for the teaching, research and administrative needs of the campus community.*

Strategy 5D Enhance efforts to make Texas A&M University a recognized “green” campus.

Metrics: *Reduce energy consumption and increase the resources for sustainability including recycling bins, energy management plans and design processes.*

GOAL 6 Ensure public trust in Texas A&M University through open accountability mechanisms demonstrating efficient resource utilization and effective programmatic outcomes.

Strategy 6 Develop accountability and reporting systems that can be easily accessible to the Texas A&M community and our external constituents.

Metrics: *Collect key data in a central web-accessible portal that can be accessed by both the internal and external stakeholders of Texas A&M University.*



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