Laying the Foundation for the Next 150 Years

**Texas A&M University Mission Statement:** 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 as it addresses the needs of an increasingly diverse population and a global economy. In the 21st century, Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.

**Our Vision**

Students, faculty, and staff at Texas A&M University are united by our Core Values – respect, excellence, leadership, loyalty, integrity, selfless service – in everything we do. We are a community of problem-solvers, scholars, and creators with a mission of service, arising from our founding land-grant heritage. Our quest for excellence as a preeminent public land-, sea-, and space-grant university will be realized through our commitment to transformational education, ground-breaking research, and a university community unfettered by discipline boundaries but focused on society’s vital challenges. We will do so with integrity and respect as we prepare the next generation to lead by our example.

The foundation of the next 150 years is anchored by four strategic pillars:

**UNIVERSITY AS COMMUNITY**

Embedded within our local communities, forged by Texas, and embracing our global presence, Texas A&M University is committed to enriching the learning and working environment for all students, faculty, and staff. Diverse perspectives, talents, and identities are vital to accomplishing our mission and we are enriched by the rich global and varied tapestry that is present on our campus. As a community, we will facilitate a secure and supportive environment where we each can pursue a world-class education and conduct world-changing research. It is this richness of the Texas A&M community that keeps former students engaged lifelong with the university and their education.
TRANSFORMATIONAL EDUCATION

Providing students with the premier programs and transformative experiences inside and outside of the classroom remains our highest priority in order to prepare each individual for roles of responsibility in service to society. Melding technological advances with sound pedagogy, Texas A&M will transform the way universities interact with students yet remain committed to the principle of accessible education.

Mirroring the population of Texas, the ever-changing composition of our student body will enrich the learning environment for all. Excelling at developing graduates with creative and innovative approaches to solving problems at every scale while preserving our core values. In order to meet real-world challenges and improve the quality of lives, we will redefine the boundaries of higher education and the value of being a graduate for every level of student with continued impact throughout their lives.

DISCOVERY AND INNOVATION

Answering important questions requires thinking differently. Texas A&M’s investment in creative people and the cutting-edge tools to support their research and scholarship will continue to accelerate. The advancement of disciplinary fields yields the knowledge to tackle the most difficult interdisciplinary challenges at every scale. Encouraging a research environment based on synergies among faculty will drive a culture of discovery and innovation that moves beyond compartmentalized fields and creates a university that is an incubator of ideas and a community of scholars who benefit from and contribute to the success of each other. Working alongside our faculty and staff, A&M students will have opportunities to experience the joy of discovery and creation, while being grounded in the highest standards of ethics and professional conduct.

Our shared missions of providing a premier education while enhancing creativity and discovery brings value to the contributions of faculty, students and staff that will in turn play a critical role in attracting, developing, and retaining the next generation of talent here. Consequently, Texas A&M will continue to increase its competitive advantage by combining expertise across disciplines on research opportunities that are strategic, unique, and impactful. Texas A&M will continue to be known for solving problems.
IMPACT ON THE STATE, THE NATION AND THE WORLD

Texas A&M champions higher education’s vital role in contributing to society in meaningful ways. Through purpose-driven research and groundbreaking discoveries, the university will demonstrate strong connections between the research conducted here and its impact on the state of Texas and communities around the globe.

Embracing our land-, sea-, and space-grant missions, we innovate solutions that serve the public good, address inequities, guarantee access to health, embrace diversity, and ensure robust and sustainable communities. Leveraging the Aggie network in conjunction with our faculty and students, we will excel at harnessing our thought leadership in developing solutions with impact throughout the public sphere. Aggies will continue to make a difference!
The Four Pillars

UNIVERSITY AS COMMUNITY

Within and beyond the boundaries of campus we aspire to create an environment where all are welcomed, valued, and affirmed. Texas A&M serves as a connecting point for the individual and the community, both local and global. Our students, faculty, and staff bring the world to Central Texas as we take Central Texas to the world. Indeed, it is the responsibility of Texas A&M to graduate active and engaged citizens of the world, grounded with an appreciation of the value of their contribution.

By embracing the breadth of experiences and strengths inherent among the members of our community and providing resources and support for each to be successful, Texas A&M strives to embody a compassionate community that enables individual and collaborative successes. Hosting a climate founded on the core principle of inclusion, where differences are genuinely understood and celebrated, we will provide support wherever needed to create an optimal environment for learning and working. The barriers to access and engagement for marginalized groups will be erased, regardless of whether the individuals are faculty, permanent staff, contract staff, students, or community members.

Our community meshes the physical, cultural, and the human environment, recognizing the interplay between them. The university will continue to partner with the cities of Bryan and College Station to plan for sustainable growth and livability. Enhancing the quality of life will require attention to infrastructure, green space, biking/walking trails, parks, alternative energy sources, affordable housing, and accessible and sustainable transportation alongside continued support for scholarly and public advancement of the arts.

The benefits of residing near a Tier One university will be consistently felt by local residents. Telling the stories that result from our work to the community and beyond in a way that is meaningful and accessible will invite them to participate with us. The investments in our physical infrastructure should be seen as a shared investment that also supports those living as our neighbors through local community events. Texas A&M should proudly develop the evidence that documents the institutional practices required to receive Carnegie classification in Community Engagement, ensuring bidirectional communication is strong and fluid so that we are all fully engaged in the decisions that universally impact us.
TRANSFORMATIONAL EDUCATION

Education will remain the primary mission of every university. It is the delivery of that education, the audience, and the expectations that continuously evolve. Texas A&M University will be prepared to meet those changes taking place in higher education.

First, students are changing. A more diverse student body will enhance and enrich the learning environment for all students. This will include an increase in non-traditional students, such as veterans, those in mid-career, those who stopped out, and active senior citizens. Conversely, universities are likely to play a larger and more varied role in designing and perhaps delivering education to future college students. As there is likely to be increasing demand for non-traditional degrees that compete with the baccalaureate, Texas A&M needs to develop alternatives that look beyond the traditional classroom to provide new opportunities for advancement through degrees, certificates, and other lifelong learning programs. As we promote “lifelong learning” we want to become a national leader in creating publicly accessible continuing education and develop models that provide continued value for our graduates to stay engaged with Texas A&M.

Second, technology is changing. Technological advancements will impact the way we interact with students. New forms for delivering education to 21st century students will permeate the university, from technologically enhanced classrooms to other modes of delivery, such as web-based courses. We must discover ways to employ new technologies to provide wider access to knowledge while preserving a highly personal educational experience. Texas A&M will be a university that reaches beyond its traditional boundaries to deliver on the promise of educational opportunities for all. Recognizing the persistence of technological advancements across virtually all realms of our lives, Texas A&M will position itself to be a leader in the creation of technology to meet practical challenges and answer the needs of people. Hence, it is important that we continue to develop critical and innovative thinking in our students, while at the same time holding true to the traditions and Core Values that give Texas A&M its distinctive character.

Third, the economy is changing. The cost of higher education and the demand for relevant job skills is likely to be greater for graduates in 2030 and beyond. We must find ways to enhance the value to our graduates while keeping costs within reach. Demands will continue for job-relevant education and discussions on costs and financial burdens will continue to monopolize many discussions about college education.

Accepting our status as a premier public university, we must provide a truly globally-infused curriculum that positions our graduates to be leaders on the world stage as well as locally. Our students will have unparalleled “hands-on” research and professional training at a depth and scale rare among public institutions, applied to all our undergraduate, graduate, and professional students, developing the skills needed to find, validate, and interpret information – the new hallmark of an educated citizen.
It is this combination of world-class education infused with an ethos of discovery and appreciation for research, yet broadly affordable and accessible in a supportive community, that will make Texas A&M a highly attractive destination among nationally recognized public universities.

DISCOVERY AND INNOVATION

The global pace of knowledge creation and dissemination is dizzying and will only accelerate. This necessitates the Texas A&M community of faculty, students, and staff working together in the shared mission of addressing societal challenges in an environment focused on creativity, discovery, and innovation. The university will incentivize and reward success, but especially collaborative success that transcends individual disciplines by shedding the constraints of organizational hierarchies. Inspired leadership will play a critical role in organizing and identifying strategic areas of excellence, and will recognize and reward faculty members who build successful interdisciplinary academic and industry partnerships. Moreover, students at all levels will integrate research as a key component of their educational experience to enhance career opportunities and recognize the value of these contributions to society and the economy.

Groundbreaking discoveries and innovations most frequently emerge when the expertise of multiple contributors is combined. For many research problems, a hyper-competitive funding landscape and the scale and complexity of the challenges often surpass the capacity of single investigators. Instead, a research ecosystem based on synergies between multiple and diverse faculty and students is needed to drive a culture of discovery and innovation. By moving beyond an institution focused on compartmentalized fields, Texas A&M will become an incubator of ideas and a community that benefits from the successes of each other. Consequently, we will increase our competitive advantage by combining expertise across disciplines to research opportunities that are strategic, unique, and impactful. Texas A&M will continue to be known for solving problems.

In order to lead at the highest levels, we must attract outstanding talent and provide an environment in which creativity and discovery can flourish and be translated into world-changing ideas and technologies. We must be willing to invest in people and in the tools of scholarship that both advance disciplinary fields and facilitate their collaboration and integration to tackle challenges at all scales.

IMPACT ON THE STATE, THE NATION AND THE WORLD

Through purpose-driven research and groundbreaking discoveries, Texas A&M will support strong connections between the work that is conducted here and the impact of that research in the state of Texas and communities across the globe. The thought leadership of our faculty and students will have impact throughout the public sphere as well.
The university’s reach is not bounded by Aggies who happen to be on the scene. When called on, Texas A&M can put an Aggie anywhere, anytime, in an internet-connected world. Aggies are the first to volunteer in times of crisis. But our greatest talent is directed at building and understanding resilience so that our collective future can be marked by developing opportunities rather than responding to dangers. The world knows us not by a uniform or a way of speaking, but by the stronger society that we will continue striving to build.

A central question that frames an audacious impact vision for any university is: What are we, as a university, good for? How do our values and commitments, in turn, align and help prioritize the defining challenges that we will address over the next 20 years? This highlights a charge for the university and its alumni to figuratively “Put a finger on the scale” to develop innovation to serve the public good. Tipping the scales can be accomplished through transformative education, research, programmatic delivery, and policy innovation, but it also demands that a university must help direct broad social discourse on public values and priorities.

Local communities, the state, and the world will see Aggie citizen leaders engaged in civil, commercial, and political life. We will see Aggies bringing their voices and talents to the betterment of community and country, whether as private citizens, elected officials, or corporate leaders. Aggie citizens will be fearless on every front!
The Strategies from the Strategic Implementation Plan 2020-2025

Engage Texas & Beyond to Enhance Our Impact

Developing reciprocal community connections and partnerships, locally, regionally and globally, is essential for universities, especially those with a public and land-grant mandate.

Extending knowledge to, for, and with communities is at the center of the teaching, research, and service mission of Texas A&M University. Building on these historical strengths, Texas A&M will enhance engagement across Texas and beyond by structuring strategic coalitions and services to partner with communities in addressing economic, social, environmental, health and educational issues of the day.

To ensure our work is relevant to current and future generations of Texans, the nation and the world, Texas A&M will seek mutually beneficial engagement and meaningful partnerships to advance the human condition, build public trust, and ensure the impact of our scholarship.

Embrace and Refine our Mission as a Land-, Sea-, and Space-Grant University for the 21st Century

- Extending knowledge in all its forms (e.g., leadership training, continuing education, workforce development) to communities and constituencies for which is mutually beneficial

- Maximize local and statewide relationships where there are strategic opportunities for alignment

- Meet the issues where they exist. Engage our knowledge through discovery and innovation to the needs of Texas citizens in rural and urban communities

- Introduce and engage research, discoveries, and innovations through knowledge transfer, commercialization, and partnership opportunities
Become The University For Texas by extending our engagement in rural and urban communities

- Adapt capabilities of the university to align with the needs of the state
- Create an annual “heat map” of issues, challenges, or opportunities facing the state
- Take knowledge gained through scientific discovery and innovation, to develop strategies that respond accordingly to the needs of urban and rural Texas communities
- Review and examine the issues map biennially, reposition and adapt resources to meet new and existing issues
- Promote existing and develop a broader set of university continuing education, professional development, leadership training engagements
- Enhance utilization of existing and targeted presence with economic development and community business organizations in uniquely strategic sites across Texas

Enhance Our Global Engagement

- Advance elements of “A&M Abroad: Global Engagement Plan” (2016) to improve experiential learning, empower faculty, enhance operations, and partnership collaborations
- Develop new and enhance existing signature global partnerships where unique presence or aligned resource opportunities exist around the world
- Promote existing and develop a broader set of university continuing education, professional development, leadership training engagement
Aggies Impact Our Communities and the World

- Our graduates create positive impacts by adding value to communities. Texas A&M should develop a methodology to accurately determine and share former student impacts on their communities.
- Coordinate with The Association of Former Students to develop an annual survey for an inventory of Texas A&M former student impacts.

Accelerate Commercialization and Entrepreneurship

Our land-grant mission requires that we not only lead our scholarly disciplines but that we also improve lives in Texas and beyond. To accomplish this we must empower our faculty, students, and staff to solve problems for individuals, families, and communities by moving their innovations from the library, studio, and laboratory to the world.

- Weave education into the commercialization mission by integrating both internal and external resources into a cohesive educational program.
- Provide support and programs for students interested in careers in commercialization and entrepreneurship.
- Provide training for faculty, staff, and students on start-ups, intellectual property, and business development.
- Drive innovation and entrepreneurship throughout the university that will encourage start-ups, social entrepreneurship, and business development by faculty, staff, and students.

Connect the Texas A&M ecosystem with the statewide network of entrepreneurship support.
Be a Best Place to Live, Work, and Learn

The intent of this section is to create strategies that enable employees to reach their full personal and professional potential; to flourish in all aspects of their lives. Key strategies toward this end include a focus on the physical, emotional, and social well-being of every employee, strengthening leadership capabilities across Texas A&M, and creating an environment conducive to career growth and development.

Prioritize Physical, Emotional, and Social Well-Being

- Create a culture that supports a healthy work-life balance and family-friendly practices, and promotes self-care
- Enhance the physical work environment, including ADA compliance to promote health
- Increase access to mental health resources. Focus on mental wellness
- Develop opportunities for social engagement, networking, service, and community outreach
- Be more inclusive in how we support employees from non-traditional families
- Develop more understanding regarding roles of faculty and staff. How do we support each other?
- Integrate SSC and Chartwells into culture
- Address community onboarding
Strengthen Leadership Capabilities

- Enhance the capacity for staff, faculty, administrators, and students to effectively lead people and manage change
- Ensure the university has personnel with the critical skills, talent, and know-how for institutional success
- Create a specific measure, the leadership quality index, to ensure continual growth in leadership capability
- Implement strong talent succession plans for leaders and employees across the institution
- Develop consistent action plans to address findings of periodic climate surveys
- Standardize evaluation systems
- Address staff ratios to campus growth patterns

Amplify Employee Growth and Development

- Enhance respect and value diversity
- Create a growth and development plan for each employee
- Establish career ladders and develop position competency profiles
- Value, recognize, and celebrate contributions and accomplishments of employees
- Foster positive communication and strengthen work relationships
- Develop approaches to link every employee’s position to the strategy
- Enhance tuition discounts for staff dependents

A priority of Texas A&M will be to achieve and maintain a “Best Place to Work” status with the Chronicle of Higher Education.
Enhance Undergraduate Student Success

To sustain our heritage as a land-grant institution, honor our core values, and progress toward the vision outlined in Next150, Texas A&M University must continuously foster inclusive excellence in our undergraduate academic programs. Across all disciplines, the quality of our undergraduate education should make us recognized as a premier destination institution for students of all backgrounds. We must strive to ensure that all undergraduate students have access to and engage in transformative experiences to close achievement disparities and promote social mobility. Successful implementation of the strategic initiatives listed below will require the commitment of the full Texas A&M University community—our students, faculty, staff, and off-campus partners.

Develop pathways for successful admission

- Enhance outreach to high schools and community colleges and expand articulation agreements with two-year institutions, particularly in regions of the state that are currently underrepresented in the student body
- Increase financial aid and scholarship opportunities for first-time college students and transfer students
- Work collaboratively with counselors and instructors in high schools and two-year colleges on professional development opportunities especially those engaged with early college high schools

Increase first-year retention

- Coordinate a universitywide first-year experience that promotes a sense of belonging for all students and connects them to academic support services
- Implement change of curriculum policies, meta-majors, and other programs to help students identify their best-fit major as soon as possible
- Support student engagement activities that show success in increasing first-year retention
Increase four- and six-year graduation rates

- Facilitate course redesign of high-enrollment courses to bolster student success
- Enhance advising to prevent stopouts, provide just-in-time information, and track students
- Eliminate disparities among retention and graduation rates across ethnic, gender, first-generation status, and socioeconomic strata
- Leverage ongoing programs and develop additional support structures including a math learning center, a first-generation center, an early alert system, and a one-stop help desk

Foster lifelong success

- Support student engagement in transformational learning experiences, including multidisciplinary courses, internships, research experiences, study abroad, and student employment
- Better integrate academic and co-curricular learning experiences
- Elevate Career Center programming and academic partnerships and broadly publish successful career outcomes and upward mobility metrics
- Foster a commitment to lifelong learners
Reinvent Graduate and Professional Education

Since the inception of graduate programs at Texas A&M University, a primary focus was on graduate enrollment growth and program expansion. In the early 2000’s, the university expanded that focus to attracting the highest quality graduate students to advance its research mission and made a major financial commitment by increasing graduate student support. To integrate doctoral education and faculty research, elevate the quality of all of our graduate programs, and support professional advancement, we must make the next level of commitment in funding, quality programming, and structural changes.

Develop a globally-recognized graduate and professional school

- Achieve worldwide acclaim for the excellence of our graduate and professional programs.
- Attract, develop, and graduate the highest quality and most diverse graduate and professional students.
- Commit to providing multiyear competitive funding for all full-time doctoral (PhD) students, including increasing number of graduate training and foundation grants.
- Improve interdisciplinary graduate and professional education, reducing barriers and fostering collaborations.
- Deepen our engagement with graduate and professional alumni.
- Expand professional master’s programs, including integrative bachelor’s and master’s programs.

Create and sustain a culture of inclusive mentoring and professional development

- Be a global leader in graduate student professional development programming for career success.
- Equip faculty and staff to better mentor and teach graduate and professional students and promote their professional growth.
- Nurture a climate of respect between and among faculty and students.
Cultivate academic innovation in graduate and professional programs

- Develop infrastructure and learner support services to ensure high quality digital learning environment
- Establish innovative credentialing opportunities for professional advancement and to meet emerging career opportunities
- Create an educational advancement program and policies to provide opportunities for employees to achieve their dreams through additional education
- Enhance professional and personal development programs for lifelong learners, including in core values such as leadership
- Employ the digital learning environment to foster graduate and professional student community and propagate the “Aggie” experience
Grow and Support Our World-Class Faculty

A great university requires a great faculty who lead by their teaching, service to the institution the state, nation, and the world, and their scholarly work. Texas A&M University must continue to attract such outstanding talent and must also provide an environment in which creativity and discovery can flourish and be translated into world-changing ideas and technologies and graduates ready to tackle the world challenges. We must be willing to invest in people and in the tools of scholarship that both advance disciplinary fields and facilitate their collaboration and integration to tackle challenges at all scales. The university and our community are essential components in building an environment where all faculty can thrive professionally and personally.

Recruit Exceptional Faculty

- Strategically increase and diversify faculty at all ranks who elevate the national and international recognition of the university
- Hire faculty who support interdisciplinary scholarship and strategic research foci
- Hire faculty that support student learning through creative and evidence base pedagogical approaches
- Enhance programs that support recruitment, including dual-career opportunities
- Cultivate partnerships in our communities that enhance the quality of life for all

Invest In and Retain Our Faculty

- Elevate the culture of faculty recognition at the university and increase nominations for national and international awards
- Enhance professional development programs through mentoring, revising the faculty evaluation processes, and additional programming
- Foster a climate of respect and inclusivity for all faculty and address campus climate and equity issues proactively
- Faculty participation in university strategic initiatives should be career enhancing
- Strengthen faculty shared governance by recognizing and rewarding faculty participation in shared governance and university-related service activities
Support Career Progression for All Faculty

- Provide leadership development opportunities and programs for current and future academic leaders
- Increase career-long mentoring and training to support continued faculty success
- Enhance leadership and professional development opportunities for APT faculty career development
- Revise policies and practices to clarify career tracks and career progression for APT faculty
Strengthen and Harness our Research Enterprise

In order to elevate the trajectory of Texas A&M as a world-leading research university that exemplifies commitment to the land-, sea-, and space-grant mission, we must attract outstanding talent – faculty, students, and staff – to join us. We must build a strong portfolio of funders, collaborators, partners and solution seekers who will invest their resources, both time and treasure, in our shared vision. We must improve and expand the institutional infrastructure, both physical and organizational, that is fundamental to our success as a beacon for the creation and application of new knowledge.

Increase the Breadth and Scope of Our Research

- Seed and support research that transcends disciplinary boundaries
- Invest in the infrastructure and tools needed for forefront research, including core facilities and advanced computing
- Value, support, and grow research in the arts, humanities, and social sciences
- Strengthen translational and clinical research and integrate them into our broad research enterprise
- Increase access to knowledge and to the tools for data-driven decision making
- Increase the visibility of our research and our researchers, internally and externally
- Engage students at all levels in research and creative scholarship to prepare them as thinkers and leaders
- Endeavor to further cultivate faculty to be leaders who are bold in undertaking research opportunities

While traditional metrics such as external support of our research portfolio, research facilities and capabilities, scholarly productivity and impact, partnerships with industry and national labs, etc., will provide useful benchmarks of our progress, it will be important to develop new approaches to assess and to cultivate our progress in multidisciplinary research and its synergistic impacts. The investments in promoting collaborations through the President’s Excellence Fund and the Research Development Fund, as well as the ongoing assessment of their impacts, both qualitative and quantitative, provide an outstanding opportunity to do just that. Establishment of cross-college collaboratories and resource centers can create new nodes for encounters between scholars in different disciplines and new nuclei for spontaneous collaborations.
Expand the importance and impact of our research on Texas, the nation, and the planet

Opportunities abound to bring together the extraordinary talents of the Texas A&M community of researchers and scholars to tackle scientific and societal challenges by developing new knowledge, new tools, and new approaches drawn from all fields of creativity and scholarship. The priorities described here are meant to exemplify rather than to exclude. They recognize the unparalleled opportunity for Texas to become a living laboratory for addressing global challenges to improve social, economic, and political sustainability. They represent opportunities and needs on the visible horizon, but their pursuit will develop and hone our capability for greater discoveries and impacts beyond.

- Strengthen our ability to respond to the needs and opportunities of today and tomorrow in critical areas such as human health, cybersecurity, and resilience
- Lead the creation of knowledge to meet future challenges in areas such as artificial intelligence, digital humanities, food, and energy
- Incentivize and promote a resilient physical environment through research and partnerships to improve and protect air quality, water, and stewardship of natural resources
- Advance human health and the delivery of health care to underserved populations
- Increase opportunity and social justice for all members of our society

The large scale and rich diversity of Texas provide an exceptional opportunity to create and to observe in depth the impacts of our research. The well-developed extension activities that are integral to our land-, sea-, and space-grant missions provide examples and advantages for translation of our research into practice. But we can do more. Throughout the state there are populations and communities where the mutually beneficial engagement of our expertise and research can be life-changing. While we have had a longstanding focus on rural populations, the research, engagement, and partnerships with underserved urban populations can enhance the impact and diversity of our scholarship and enrich the experience of our students. Communities of all sizes can benefit by helping us to translate our work on global challenges to the local scale. Such partnerships have the potential to enhance our competitiveness, impact, and stature nationally and internationally.
Addressing Demands on Infrastructure

The unprecedented growth in student enrollment since 2012 has strained every aspect of the campus environment, imposing burdens on staffing, faculty, and teaching resources, space, transportation, technology, and virtually every campus service. The university has not yet caught up.

Although growth has significantly slowed — with freshman class sizes holding relatively steady for the past few years — slow growth is expected to continue. Over the next few years enrollment is likely to approach 75,000 students, although much of that is anticipated to be in graduate and professional school enrollments. The issues created by this growth need to be at the forefront of every planning endeavor.

People: The faculty reinvestment program initiated around 2003-04 added nearly 500 faculty to the university roster in an effort to improve the student-to-faculty ratio. That net positive change has subsequently been lost with the recent influx of students such that this ratio is now higher than it was in the early 2000s. Faculty reinvestment at all levels is critical and comprises a key element throughout this strategic plan.

Moreover, despite an increase in both students and faculty, there has not been a concomitant change in staff across the university. Advances in technology, automation, and organizational efficiencies have significantly helped, yet many parts of the university are struggling to provide needed services in a timely manner at the scale of this institution. The lack of adequate support staff has become a significant issue, hindering Texas A&M’s competitiveness with the top tier of public institutions.

Beyond the teaching, research, and business operations of the university, the demands for other services continue to increase and stress the existing infrastructure. We must continue to attend to issues of campus safety and ensure an appropriately staffed UPD. The requirements for compliance across a variety of state and federal domains remains unabated and has required significant increases in personnel to manage. If we are serious about becoming a Best Place to Work, then investments in services to support the university community will be needed, such as improving access to child care, resources for mental and emotional health and well-being, and the overall benefits provided to all of our university employees.

Places: Space remains an issue on most parts of campus. Despite an ambitious building program over the past decade, quality space remains a significant constraint. There is a need to increase high-quality research space even without any increase in faculty numbers. Classrooms and especially teaching laboratory space remains a significant constraint, especially at peak times, and very few classrooms are
designed and equipped for modern pedagogy and technology. The increase in students has stressed space for community, and limits the ability to hold student meetings, study on campus, and congregate. Building a stronger sense of community across the university will build a better climate for all employees and students. One important way of achieving this is to have places where we can congregate and meet in addition to work.

The growth of the university population additionally requires careful attention to issues of transportation and parking, energy efficiency, lowering our carbon footprint, and waste management.

**Technology:** Although Texas A&M has managed to stay abreast of changing technology demands, the investment to do so will continue and only increase. The university wireless network sees over 3 million connections per day, the campus footprint is expanding, and the demand for digital connectivity for both communication, conferencing and teaching will increase every year. There can be no slowdown in our investment in technology and technology infrastructure.

**Finances:** Significant investments will be called for to implement much of this strategic plan. Although tuition revenue has been a significant component of university revenues, Texas A&M must remain true to its land-grant mission and remain affordable. It will be important to explore and develop new revenue streams from fundraising, commercialization, and continuing and professional education, but it will be equally important to ensure existing revenues are used effectively. Exploring new budget models that reflect the true cost of operations and encourage entrepreneurial innovation by leaders across campus will be a key element.

Achieving the goals detailed in this strategic plan will require investment. Moreover, it will require adequate faculty, physical infrastructure, support staff, and administrative structures to efficiently do the work required. Only by managing both will Texas A&M become extraordinary.
Measuring Our Progress

Enhance our Impact Indicators

1. Community stakeholder survey shows partnerships and collaborations are seen as effective, coordinated, and data oriented to ensure impact

2. Create “heat map” of issues across the state, and develop dashboard of university-wide impacts and efforts in addressing these issues
   a. Survey and assessment of metropolitan partnership efforts, in particular Brazos Valley, Houston, Dallas, Fort Worth, and McAllen

3. Expand leadership development programs serving rural communities and business development organizations

4. Enhance continuing education and leadership development opportunities with military or national defense

5. Collect annual data on our knowledge transfer and its impacts to include commercialization, engaged scholarship, and partnership development

6. Gather qualitative and quantitative evidence toward strategies of Texas A&M Abroad: Global Engagement Plan, increased study, internship, and partnership abroad

7. Create annual alumni survey and measure results longitudinally on former students and their impacts on community across a broad set of parameters

8. Develop a Former Student Impact Award, or enhance existing former student recognitions to include elements of measured impact

Best Place to Work Indicators

1. Percent of students and employees participating in flourish activities
2. Increase staff-to-student ratios
3. Increase leadership quality index (i.e. improve engagement scores and leadership succession)
4. Assess number of employees with growth and development plans
5. Increase job categories with defined career ladders
6. Achieve “Best Place to Work” with Chronicle of Higher Education
Undergraduate Success Indicators

1. Increase URM undergraduate enrollment to 30%
2. Increase first-year retention to 95% with a stretch goal of 97%
3. Increase four-year graduation to 65% with a stretch goal of 70%
4. Increase six-year graduation to 85% with a stretch goal of 88%
5. Ensure all graduates have three high-impact academic experiences

Graduate and Professional Success Indicators

1. Improved time to degree and completion rates
2. Increase in institutional training grants and external fellowships
3. Career outcome
4. Increase in diversity enrollment and success

Faculty Success Indicators

1. Increase faculty diversity to better reflect the diversity of our student body
2. Increase retention rates of faculty
3. Develop a clear career ladder for APT faculty (measured by number of APT faculty who are promoted and have multi-year appointments)
4. Increase number of faculty with prestigious and highly prestigious awards
5. Increase national and international recognition of our faculty as educators

Research Success Indicators

1. Visibility and number of national/international recognized scholars
2. Growth in multidisciplinary collaborations and partnerships
3. Increase in publications in the highest-tier journals
4. Increase in citations and recognition of scholarly work
Visioning for 2030 Committee

Michael Benedik (Co-Chair)
Vice Provost,
Office of the Provost

John Zachry (Co-Chair)
CEO and Chairman,
The Zachry Group

Ray Rothrock
CEO and Chairman,
RedSeal, Inc.

Amy Smith
Senior Vice President,
Chief Marketing and Communications Officer

Mark Barteau
Vice President for Research

Glen Laine
Professor of Veterinary Medicine,
Former Vice President for Research

Daniel Pugh, Sr.
Vice President for Student Affairs

Joyce Alexander
Dean,
College of Education and Human Development

Eli Jones
Dean,
Mays Business School

Indra Reddy
Dean,
Irma Lerma Rangel College of Pharmacy

Cynthia Werner
Professor and Head,
Dept. of Anthropology,
College of Liberal Arts

Mark Benden
Associate Professor and Head,
Dept. of Environmental and Occupational Health,
School of Public Health

Joan Mileski
Professor and Head,
Dept. of Maritime Administration,
Texas A&M University at Galveston

Ann Bowman
Professor,
Dept. of Public Service and Administration, Bush School of Government and Public Service

Joan Wolf
Associate Professor,
Women’s and Gender Studies,
College of Liberal Arts

Nicholas Suntzeff
Distinguished Professor,
Dept. of Physics and Astronomy,
College of Science

Jaime Grunlan
Professor,
Dept. of Mechanical Engineering,
College of Engineering

Stephen Safe
Distinguished Professor,
Dept. of Veterinary Physiology and Pharmacology,
College of Veterinary Medicine & Biomedical Sciences

Hays Rye
Associate Professor,
Dept. of Biochemistry and Biophysics,
College of Agriculture and Life Sciences

Marisa Biondi
Graduate Student, Psychology

Ifeanyi Anyaoha
Undergraduate Student,
Biochemistry and Biophysics

Eunice Fafiyebi
Undergraduate Student,
Public Health Major

Gladys Walter
Graduate Student,
Agriculture Leadership, Education and Communications

Jacob Traylor
Undergraduate Student,
Business Management

Trey Richardson
Undergraduate Student,
Agribusiness
## University as Community Subcommittee

Robin Autenrieth (Co-Chair)  
Professor and Head,  
Dept. of Civil Engineering,  
College of Engineering  

Kenita Rogers (Co-Chair)  
Professor and Executive Associate Dean,  
College of Veterinary Medicine and Biomedical Sciences  

William Clark  
Professor and Dept. Head,  
Dept. of Political Science,  
College of Liberal Arts  

Ed Costello  
Police Lieutenant,  
Texas A&M University Police Dept.  

Peggy Cruse  
Human Resources Manager,  
SSC Facilities Services  

Cecilia Giusti  
Associate Professor and Associate Dean for Outreach,  
Dept. of Landscape Arch & Urban Planning, College of Architecture  

Carly McCord  
Clinical Assistant Professor,  
Dept. of Psychiatry,  
Texas A&M College of Medicine  

Kim Miller  
Assistant Vice President,  
Division of Marketing and Communications  

Dea Polk  
Program Coordinator for Dual Career/Partner Placement, Office of the Dean of Faculties  

Nithya Rajan  
Associate Professor,  
Dept. of Soil & Crop Sciences,  
College of Agriculture and Life Sciences  

Christine Stanley  
Professor,  
Dept. of Educational Administration and Human Resource Development,  
College of Education and Human Development  

Bill Taylor  
Director,  
International Student Services  

Arthur Watson  
Executive Director, Transition Academic Programs  

George Welch  
Professor, Dept. of Physics, College of Science  
Faculty Ombudsman  

Lori Williams  
Senior Associate Athletics Director  
Senior Women Administrator,  
Dept. of Athletics  

## Transformational Education Subcommittee

Rick Giardino (Co-chair)  
Professor,  
Dept. of Geology and Geophysics,  
College of Geosciences  

Reuben May (Co-chair)  
Professor,  
Dept. of Sociology,  
College of Liberal Arts  

Regina Bentley  
Associate Dean for Strategic Initiatives,  
College of Nursing  
Lisa Brown  
Director of Extended Education,  
Bush School of Government and Public Service  

Kelly Brumbelow  
Associate Professor,  
Dept. of Civil Engineering,  
College of Engineering
Stephen Caffey
Instructional Associate Professor,
Associate Dept. Head for Research,
College of Architecture

Angela Clendenin
Instructional Assistant Professor,
Dept. of Epidemiology and Biostatistics,
School of Public Health

Craig Coates
Instructional Associate Professor,
Dept. of Entomology,
College of Agriculture and Life Sciences

Shannon Deer
Assistant Dean of Graduate Programs,
Mays Business School

Senarath Dharmasena
Instructional Assistant Professor,
Dept. of Agricultural Economics,
College of Agriculture and Life Sciences

Lindsey Dillon
Financial Accountant,
FMO Accounting Operations,
Division of Finance and Operations

Ricardo Eusebi
Professor,
Dept. of Physics and Astronomy,
College of Science

Amy Fairchild
Professor,
School of Public Health and
Associate Vice President for Faculty and
Academic Affairs,
Health Sciences Center

Ms. Christine Gravelle
Director,
Student Activities

Stephanie Graves
Associate Professor,
University Libraries

Tara Gray
Director of Professional Development,
Division of Human Resources

Jennifer Griffith,
Instructional Associate Professor & Associate Dean,
School of Public Health

Charlie Hall, Jr.
Professor, Dept. of Horticultural Sciences,
College of Agriculture and Life Sciences

Sonia Jimenez
Director of Student Engagement,
School of Innovation

Ann Kenimer
Associate Provost for Undergraduate Studies,
Office of the Provost

Marty Louder
Senior Professor,
Dept. of Accounting,
Mays Business School

Jonathan Meer
Associate Professor,
Dept. of Economics,
College of Liberal Arts

Theresa Murphrey
Associate Professor,
Dept. of Agricultural Leadership, Education and
Communication,
College of Agriculture and Life Sciences

Neal Newman
Professor,
School of Law

Diana O’Brien
Associate Professor,
Dept. of Political Science,
College of Liberal Arts

S. Wilson Pappas
Student,
Civil Engineering

Jean-Philippe Pellois
Professor,
Dept. of Biochemistry and Biophysics,
College of Agriculture and Life Sciences

Catherine Pepper
Associate Professor,
University Libraries

Joseph Pettibon II
Vice President for Enrollment and Academic Services,
Office of the Provost

Cindy Raisor
Director of the Bush School Writing Program,
Bush School of Government and Public Service

The Next 150 - 27
Jayne Reuben  
Instructional Associate Professor,  
Dept. of Biomedical Sciences,  
College of Dentistry

Mary Jo Richardson  
Professor,  
Dept. of Oceanography,  
College of Geosciences

Darby Roberts  
Director,  
Student Life Studies and  
Interim Associate Vice President for Student Affairs

Timothy Scott  
Associate Provost for Academic Affairs and  
Office for Student Success

André Thomas  
Assistant Professor of the Practice,  
Dept. of Visualization, College of Architecture

Robert Warden  
Professor, Interim Dept. Head,  
Dept. of Architecture,  
Director of Center for Heritage Conservation  
College of Architecture

Richard White  
Senior Professor,  
Dept. of Soil and Crop Sciences,  
College of Agriculture and Life Sciences, Retired

Jorge A. Vanegas  
Dean,  
College of Architecture

Gabriela Zapata  
Associate Professor,  
Dept. of Hispanic Studies,  
College of Liberal Arts

Discovery and Innovation Subcommittee

Mark Benden (Co-chair)  
Associate Professor and Dept. Head,  
Environmental and Occupational Health,  
School of Public Health

Jean-Philippe Pellois (Co-chair)  
Professor and Associate Dept. Head,  
Dept. of Biochemistry and Biophysics,  
College of Agriculture and Life Sciences

Candace Hastings  
Director,  
University Writing Center

Yan Alicia Hong  
Associate Professor,  
Dept. of Health Promotion and Community Health Sciences, School of Public Health

Lauralee Hughes  
Assistant Director,  
McFerrin Center for New Ventures & Entrepreneurship,  
Mays Business School

Jack Manhire  
Chief of Staff,  
School of Innovation and  
Office of the Vice President for Economic Development

Sarah Misemer  
Professor,  
Dept. of Hispanic Studies and  
University Honors Program

Daniel J. Pugh, Sr.  
Vice President for Student Affairs

Patricia Thornton  
Professor,  
Dept. of Sociology,  
College of Liberal Arts

Jorge Vanegas  
Professor and Dean,  
College of Architecture

Cindy Smith  
Executive Assistant to the Vice President for Student Affairs

Tommie Ward  
Chief of Staff to the Dean of the College of Architecture

Haylee Whitehead  
Graduate Student,  
Occupational Health and Safety
Impact on the State, the Nation and the World Subcommittee

Patrick Louchouarn (Co-chair)
Executive Associate Vice President for Academic Affairs and Chief Academic Officer,
Texas A&M University at Galveston

Amy Fairchild (Co-chair)
Professor,
Associate Vice President for Faculty and Academic Affairs in the School of Public Health

Michael deMiranda
Professor and Dept. Head,
Dept. of Teaching, Learning and Culture,
College of Education and Human Development

Benika Dixon
Graduate Student,
Epidemiology,
School of Public Health

Micky Eubanks
Professor,
Dept. of Entomology,
College of Agriculture and Life Sciences

Nancy Fahrenwald
Dean,
College of Nursing

Debra Fowler
Director,
Center for Teaching Excellence

Bruce E. Herbert
Professor and Director of the Office of Scholarly Communications,
University Libraries

Cynthia L. Hernandez
Associate Vice President of Student Affairs

Sonia Hernandez
Associate Professor,
Dept. of History,
College of Liberal Arts

Carol Lafayette
Professor,
Dept. of Visualization,
College of Architecture

Hudson G. Lorfing
Student,
Mechanical Engineering

Ahmed Mahmoud
College of Science,
External Advisory & Development Council,
General Motors Info Technology, Austin, TX

Joan Mileski
Professor and Head,
Dept. of Maritime Administration,
Texas A&M at Galveston

Andrew Morris
Dean, School of Innovation and
Vice President of Entrepreneurship and Economic Development

John W. Neilsen-Gammon
Professor,
Dept. of Meteorology and Atmospheric Sciences,
College of Geosciences and Texas State Climatologist

Marcia G. Ory
Distinguished Professor,
Dept. of Environmental and Occupational Health,
School of Public Health

Pamela Plotkin
Director,
Sea Grant Program

Alec Rapelleya
Student,
Marine Engineering (Galveston)

Adolfo Santos
Assistant Provost for Undergraduate Education,
McAllen Education Center

Jane Schneider
Associate Vice President for Division of Facilities and Operations

Shannon S. Van Zandt
Professor and Dept. Head,
Dept. of Landscape Architecture and Urban Planning,
College of Architecture

Tyson Voelkel
President, Texas A&M Foundation

Emily Weers
Director of Central Business Services,
Academic Affairs Business Services

Deborah G. Wright
Associate Vice President for Finance