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:

**THE 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 mission 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

THE 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

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.
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 Pettitbon 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
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