The Strategies from the Strategic Implementation Plan 2020-2025

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
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 Sunzette
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

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  

Rebecca Hankins  
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
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 Mixemer
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. Neilson-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