

## Strategic Plan 2015-2020

### Texas A&M University Commits to redefining the Land Grant mission for the 21<sup>st</sup> century, leveraging its many strengths as one of the nation's leading public research universities

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*Texas A&M is committed to being a leading Land Grant university – providing access for a wide socio-economic spectrum, serving the public through outreach and extension, and undertaking applied research that transforms lives.*

*Texas A&M is committed to being a leading AAU public research university – aggressively expanding its research portfolio, its prowess in doctoral education, and its international presence and reputation.*

**TEXAS A&M COMMITS**  
EDUCATION | INNOVATION | ENGAGEMENT | IMPACT

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The public rightly expects 21<sup>st</sup> century universities to serve the public good. Texas A&M University will reach the ambitious ideals of *Vision 2020* through redefining the founding principles of the Morrill Land-Grant Act of 1862 – to provide access to students, generate meaningful research, and take discoveries to the people.

Texas A&M University will be an engine of social transformation and economic growth. To achieve these goals Texas A&M University can harness its size (over 62,000 students), a comprehensive range of graduate and professional programs, and one of the largest research enterprises in the nation (over \$850 million in research expenditures in 2014).

A balanced university mission requires us to educate a large number of undergraduate and graduate students, reflecting the changing social and cultural demographics of Texas and the nation. We must also ensure that our students are highly sought after upon graduation and are prepared to lead, learn, and serve for a lifetime. To achieve this, we commit to a spirit of excellent stewardship for the resources entrusted to us.

Our research, scholarly, and creative activities will redefine fields of study, influence funding entities, and improve the quality of life in Texas and the world. We will use the full resources of Texas A&M University to work on society's grand challenges – major

problems that can only be tackled through large-scale collaboration across the full spectrum of a comprehensive research university.

Faculty, students, and staff commit to influence communities and serve the public good. We will help Texas provide prospective students with hope and direction for a brighter and stronger future, by helping families to understand, value, and plan for their childrens' educational aspirations; and work with practitioners to incorporate new ideas and knowledge into their daily practices. We will not be an exclusive ivory tower.

To realize our Vision 2020 aspirations, we will need to commit to even greater effectiveness, efficiency, and excellence. Excellence demands that we establish university, as well as unit-based campus metrics, that will help us be accountable, and measure how well the university is progressing in our land-grant mission and our mission as a first class university.

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Presented to University constituencies for dialog.

*We expect to focus our dialog during the campus wide forums:*

*Forum 1, February 10, 11:30-1:30, Rudder 601, Items I-III (people will be invited to comment on these for 2 weeks after forum)*

*Forum 2, February 26, 11:30-1:30, Rudder 601, Item IV*

*Forum 3, March 13, 11:30-1:30, Rudder 601, Item V*

*Forum 4, April 1, 11:30-1:30, rudder 601, Item VI*

*All the strategic planning open forums will be live-streamed, go to <http://ttvn.tamus.edu/Index.php?p=Streams> and click on "Channel 6 - Scheduled Live Webcasts." Select "Strategic Planning Open Forum" for the appropriate date. Input may be submitted at any time at [vision2020@tamu.edu](mailto:vision2020@tamu.edu)*

*In addition we have the following dialogs scheduled and the host will determine and send invitations:*

*Annual Academic Department Heads Meeting, Friday, February 6, 8 – 10 a.m. 1400 MSC*

*College of Geosciences Friday, February 6, 10:30-11:30 a.m., 110 O&M Building*

*Distinguished Professors Executive Committee, Friday, February 6, Noon-1:30, University Club*

*Liberal Arts Council Meeting, Wednesday, February 11, 3:00-4:00, 206A Coke Building*

*College of Education and Human Development, Tuesday, February 17, 11:00-12:00, 801 Harrington*

*Budget and planning retreat for Deans and VPs, Monday, February 23, 8:00-5:00, TBD*

*College of Agriculture & Life Sciences Leadership, Monday, April 6, 12:30-1:30, 2<sup>nd</sup> floor AgriLife Conference Room*

*University Libraries, Wednesday, April 8, 10:00-11:00, 204E Evans Library*

*Law School, Thursday, April 16, 12:00-1:30, Law School in Fort Worth*

*Texas A&M Baylor College of Dentistry, Thursday, April 16, 3:00-4:30, TAMBCD in Dallas*

*Texas A&M University at Qatar, Wednesday, April 22, TBD Qatar Campus*

*(Proposed) Faculty Senate, Monday, May 11, 3:15-3:45, 601 Rudder*

*(Proposed) Council of Principal Investigators, Wednesday, May 13, Noon-12:30, 601 Rudder*

- I. To be considered among the top ten public universities in the US we must:
  - Be considered among the best in serving our students needs
  - Be considered among the best as intellectual leaders
  - Be considered among the best in serving the public through effectiveness and efficiencies
- II. Will success in these nine objectives allow us to be who we are and among the top ten public universities?
  1. The timely graduation of a large number of the students representing a very high proportion of the students who matriculate into Texas A&M University.
  2. When our students graduate the quality and rate of their subsequent placement is exceptional in the State and Nation.
  3. Our former students remain satisfied with their educational experiences at the University long after graduation.
  4. Our student body represents, in enrollment and graduation, the richness of diversity of the State and world, especially in terms of gender, race and ethnicity, and social and economic factors.
  5. The works that our University's scholars produce clearly impact the fields, professions and society as evidenced by the fact that experts in the field cite and build upon our outputs and practitioner use our results.
  6. Our scholars are noted thought leaders in their fields and entities such as government agencies, corporations, non-profit organizations, and communities extensively fund or commission their work.
  7. Our scholars' leadership in impacting their fields and society result in notable recognitions and awards for their contributions.
  8. We serve the public good and enhance the economic strength of the State by:
    - i. Graduating large numbers of students, with diverse cultural and socio-economic backgrounds, and in a comprehensive set of disciplines
    - ii. Accelerating the translation of existing and new knowledge into practical use in fields.

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- iii. Outreach to strengthen the educational aspirations of prospective students and knowledge and skills of professionals.
9. We are superb stewards of state resources.
- III. Will the following key performance indicators properly monitor and evidence our progress in the objectives we choose?
  1. The timely graduation of a large number of the students representing a very high proportion of the students who matriculate into Texas A&M University.
    - A. FTFT (First Time in college Full Time students is a nationally used bench mark) students 60% in 4 years and 80% in 5 years (current values 50.7% and 75.5%)
    - B. FTT (First Time at TAMU Transfer undergraduate) students 25% in 2 years and 85% in 4 years (current values 18.7% and 81.3%)
    - C. FTM (First Time Master) students 75% in 2 years and 90% in 3 years (current values 70.5% and 86.4%)
    - D. FTD (First Time Doctorate except DVM, MD, PharmD, DDS) students 50% in 5 years and 70% in 6 years (current values 44% and 57.8%)
    - E. FTP (First Time Professional Doctorates) 3 year (Law) or 4 Year 95% on time (current values TBD)
    - F. By 2020 12,000 Bachelor, 3,800 Master, 1,000 Doctoral, and 700 Professional Doctoral Degrees (current values 9,918, 2,504, 744, and 707)
  2. When our students graduate the quality and rate of their subsequent placement is exceptional in the State and Nation.
    - G. 85% placed in jobs, or competitive programs and assignments, within 6 months of graduation (current value is 78.6% within 90 days of graduation)
    - H. 75% of placements are in top quartile placements for the field (TBD)
  3. Our former students remain satisfied with their educational experiences at the University long after graduation.
    - I. 85% of our graduates report high satisfaction with their overall Texas A&M University educational experience and its value in preparing them 3 to 5 years after graduation (96% PhD graduates reported "Good to Excellent" 2 years after graduation)
  4. Our student body represents, in enrollment and graduation, the richness of diversity of the State and world, especially in terms of gender, race and ethnicity, and social and economic factors.
    - J. We graduate a student body that is over 6% African American, 25% Latino/a, and 50% women, and where there are no racial, ethnic, or gender-based achievement gaps. (current values 2.9%, 13.9%, and 48.8%)
    - K. We graduate a student body that is over 25% First-Generation students and 30% Pell Grant recipients (current values 25.1% and 28.5%)
  5. The works that our University's scholars produce clearly impact the fields, professions and society as evidenced by the fact that experts in the field cite and build upon our outputs and practitioner use our results.
    - L. Experts in the fields positively cite our faculty members on average more than 30 times per year per faculty member (current value 17.8 across campus but greatly varies by field)
    - M. 25% of our scholars' works in the form of patents, copyrights, procedures, textbooks, and art are adopted or displayed prominently (TBD)
  6. Our scholars are noted thought leaders in their fields and entities such as government agencies, corporations, non-profit organizations, and communities extensively fund or commission their work.
    - N. Our faculty members generate research expenditures of over \$470K/T-TT faculty member FTE annually with over 50% from federal resources (current value \$401K/T-TT FFTE and 39% across campus but greatly varies by field)
    - O. 30% of our faculty members excel in being commissioned or invited to contribute to important works, studies, and presentations (such as significant study groups, designs, standards, editorial posts, or performances). (TBD)
  7. Our scholars' leadership abilities in impacting their fields and society result in notable recognitions and awards for their contributions.
    - P. Over 40 of our faculty members are in the federal National Academies (current value 22)
    - Q. Over 5% of our faculty members have been awarded an NRC very high prestige award (and over 25% NRC prestigious awards) (Current value is ?% and ?%)
  8. We serve the public good and enhance the economic strength of the State by:

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- i. Graduating large numbers of students who are burdened with little school debt.,
    - R. Maintain less than 50% of our students acquiring student debt while at TAMU, and the average student debt per graduate with debt, is less than \$25,000. (Current values 46.4% have \$24,828 debt for FY14 Bachelor level degrees)
  - ii. Accelerating the translation of existing and new knowledge into practical use in fields.
    - S. Our patents and commercial licensure for innovations exceed x and y per year (TBD)
    - T. We offer a comprehensive set of opportunities for post-baccalaureate short courses and workshops (TBD)
  - iii. Outreach to strengthen the educational aspirations of prospective students and well-being of our communities.
    - U. All of our Colleges serve to advance the educational aspirations, health and well-being, or skills and knowledge for low income and under-served populations in the State (Current all are operating in at least one of these areas)
9. We are superb stewardship and magnifiers of State resources.
- V. Our Administrative costs (NACUBO) will remain less than 4% (Currently 3.6%)
  - W. We will remain ranked as the top university in Texas for ROI for our students and the State (Currently #1 in state according to best value rankings by US News, Princeton Review, Smart Money, Payscale and Washington Monthly, and second by Kiplinger)
- IV. If these are appropriate objectives and metrics, what are the primary obstacles that will inhibit our attainment of our objectives and thus our vision? What are the opportunities that we should capitalize on to achieve our objectives and visions.
- V. What are the strategies that we can expect to have enough resources to invest, or reinvest, in that will enable our success in meeting our objectives and vision?
- VI. Discussion of the draft of the strategic plan based on inputs thus far.