

DECADE OF EXCELLENCE

STRATEGIC PLAN 2020-2025



Updated: December 2023

Introduction

On a small plot of land in rural central Texas in 1876 sat the footprint for property that would one day host a flagship institution aimed at impacting the globe. Located not far from a small train depot, the land was earmarked for the state’s first public institution of higher education. Inked into existence by President Abraham Lincoln in 1876, the Morrill Land Grant Act laid the foundation for an academic and economic powerhouse, the epicenter for an engine of imagination, learning, discovery, and innovation that would come to be known throughout the world as Texas A&M University.

What began as an all-male, military, land-grant university tailored to educating rural students would mature and develop along a strategic pathway of progress over the next nearly 150 years to become a dominant force for prosperity and global impact while earning distinctions that positioned it to become one of only 17 institutions in the nation to hold the rarefied federal land-, sea-, and space-grant designations.

Texas A&M is the largest public institution in the nation, with over 77,000 Aggies attending class across 5,200 acres and multiple campuses and centers around the state and the world. Along with growth in numbers, it has also grown in stature. Texas A&M is a top 20 institution in the Wall Street Journal Education rankings, a top 10 university for public good, and a powerhouse of research innovation that generates over \$1 billion in sponsored research annually. Throughout our evolution, our success and contemporary significance has been underpinned by strategically planning our direction and focus to always position Texas A&M ahead of the curve.



This strategic plan embraces Texas A&M’s tradition of future-oriented preparedness and embraces our brightest potential. To guide the development of the 2020 - 2025 plan, we draw upon Texas A&M University’s four strategic pillars: Transformational Education; Discovery and Innovation; Community; and Impact on the State, the Nation, and the World.

From these pillars, further committee work from a diverse group of administrators, faculty, students, staff, industry leaders, and community members identified

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PRIORITIES to guide the university and plan for the years ahead:

- **ENHANCE** transformational education and student success
 - **ELEVATE** graduate and professional education
 - **STRENGTHEN** and harness our research enterprise
 - **GROW** and support our world-class faculty
 - **BE A BEST PLACE** to live, work, and learn
 - **ENGAGE** Texas and beyond to enhance our impact
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STRATEGIC PLAN 2020-2025

ENHANCE

Transformational education and student success

Texas A&M University will continue to build upon our heritage, honor our core values, and continually expand our long-term vision and tradition of service as a land-, sea-, and space-grant research institution by fostering inclusive excellence in undergraduate curricular and co-curricular programs. Students from Texas and beyond, and from all walks of life and backgrounds, should think of Texas A&M as a premier destination, a cherished top-tier university worthy of their investment and study. We must tirelessly ensure that all undergraduate students can access the life-changing experience of a transformative education, both inside and outside the classroom, to close equity gaps and promote social mobility. We will apply our commitment, training, and the full resources of the Texas A&M community – students, faculty, staff, and off-campus partners – to successfully implementing strategic initiatives for the success of our students.

Our strong history of undergraduate student success will expand, with robust educational support and opportunities throughout our students' journeys into, through, and beyond their undergraduate programs at Texas A&M. Always with an eye towards the future success of our students, we must continuously address student recruitment and admission into our university. From there, we will continue to enhance programming tailored to a student's first year on campus and carry that careful approach forward to support their progress toward a degree and a timely graduation. We will steer our students toward long-term professional development and support for rewarding, successful careers beyond graduation.

Develop Pathways For Successful Admission

Texas A&M University will continue to embrace students from all corners of our state and foster the rich tapestry of culture and backgrounds found in high school graduates across Texas. Our intensive and inclusive recruitment programs and admissions pathways should focus on reaching high school students who, in essence, look like Texas - a broad, diverse state with a rich treasure of cultures and ethnicities. We need to ensure that we provide sufficient financial support to honor our pledge to provide an accessible Texas A&M education to all. And, we must make certain that prospective students, their families, and their high school teachers and counselors have a clear understanding of our strong academic expectations.

To support these ideals over the next five years, Texas A&M will:

- **Enhance outreach** and support to families, high schools, and community colleges, and expand articulation agreements with two-year institutions, particularly in regions of the state that are currently under served;
- **Increase financial aid** and scholarship opportunities through endowed giving;
- **Work side-by-side** with counselors and instructors in high schools and two-year colleges on professional development opportunities, particularly for early-college high schools.



These strategies will help diversify our applicant pool and make certain we are always striving for a “Texas A&M that truly reflects Texas.”

Increase First-Year Retention

Whether our first-year students have taken dual-credit classes in high school, transferred from a two-year institution, or been readmitted after spending time away from college, every student will face a time of transition. Supporting first-year students during those pivotal months can build a solid academic foundation for success and graduation as we welcome them into the Aggie family and our Texas A&M community. To achieve this, we will:

- **Coordinate a university-wide first-year experience** that promotes a sense of belonging for all new students and connects them to academic and student support services, peer mentors, and co-curricular opportunities that encourage students to thrive;
- **Implement changes in curriculum policies**, academic pathways, and other programs to help students identify their best-fit major as soon as possible;
- **Support student engagement** and proven well-being activities that increase first-year retention and close retention gaps for students with the lowest retention rates, especially first-generation and low-income students;
- **Enhance and expand professional development** for staff and faculty to arm them with the knowledge, skills, and tools they need to support all students, including flexible schedules to participate in these opportunities more easily.

The core values that underlie our institutional culture – respect, excellence, leadership, loyalty, integrity, and selfless service – offer a strong platform to better engage our first-year students and enhance their sense of belonging.

These strategies, based on the core values, will increase first-year retention for all students and close retention gaps for students with the lowest retention rates.

Increase graduation rates

We believe “Once an Aggie, always an Aggie,” and we further believe, “Once an Aggie, then a graduate.” Texas A&M offers a wealth of curricular and co-curricular support and enrichment programs, but we must routinely review and strategically expand these services to continue raising graduation rates across all student groups. While new technologies will provide dashboards to monitor academic progress and well-being, we cannot lose sight of the value of personally engaging with our students about their experiences on campus. Building those relationships helps faculty and staff intervene quickly when students need help staying on track to complete their degrees. To increase graduation rates, Texas A&M will:

- **Enhance engagement with students** to prevent enrollment interruptions, provide just-in-time information about academic and student support services, and track students’ progress;
- **Leverage ongoing academic and engagement programs** and develop additional support structures, including a math learning center, a first-generation center, an early alert system, a one-stop help desk, and physical spaces for students to gather, engage, study, and support each other;
- **Facilitate course redesign** of high-enrollment courses to bolster student success and improve learning outcomes, including the potential use of open educational resources to promote affordability;
- **Eliminate disparities** in retention and graduation rates across student groups.

As we build on the success of our existing programs, Texas A&M will more efficiently and effectively engage students and expand academic supports. An intensive focus and programming aimed at strengthening retention for first-year students will increase our ability to connect students with available support programs and opportunities for personal growth.

These expanded efforts will increase graduation rates and reduce the time to completion for degrees.

Foster lifelong success

Aggies are lifelong learners, and we firmly believe that education from Texas A&M does not end with a diploma. We support long-term professional development and successful careers for graduates, and doing so means helping students develop the ability to gain and evaluate new information and synthesize it to solve complex problems. To create these opportunities for lifelong success, we will:

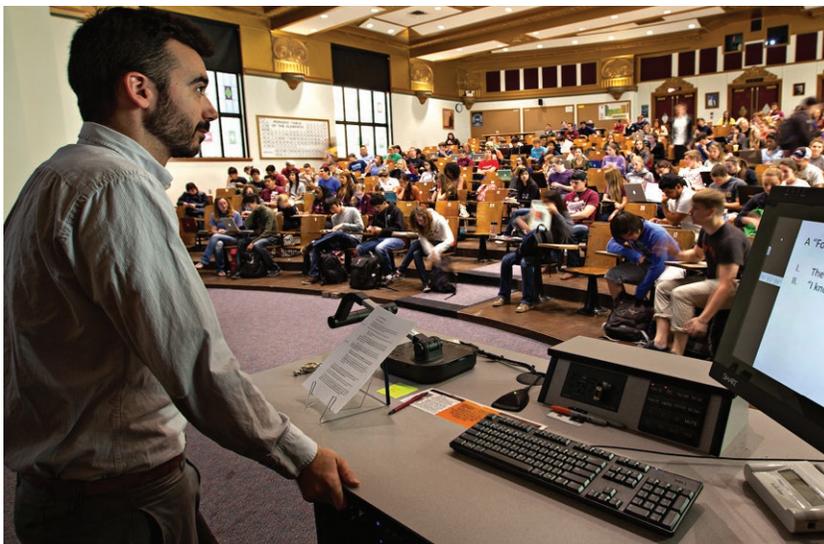
- **Support student engagement** in transformational learning experiences, including multidisciplinary courses, internships, research experiences, honors programs, international experiences, student leadership development, student employment, student organizations, and living learning communities;
- **Better integrate academic and co-curricular learning experiences** so students have more opportunities to apply leadership and personal development in their academic field;
- **Elevate Career Center programming** and academic partnerships and broadly publish successful career outcomes and upward mobility metrics.

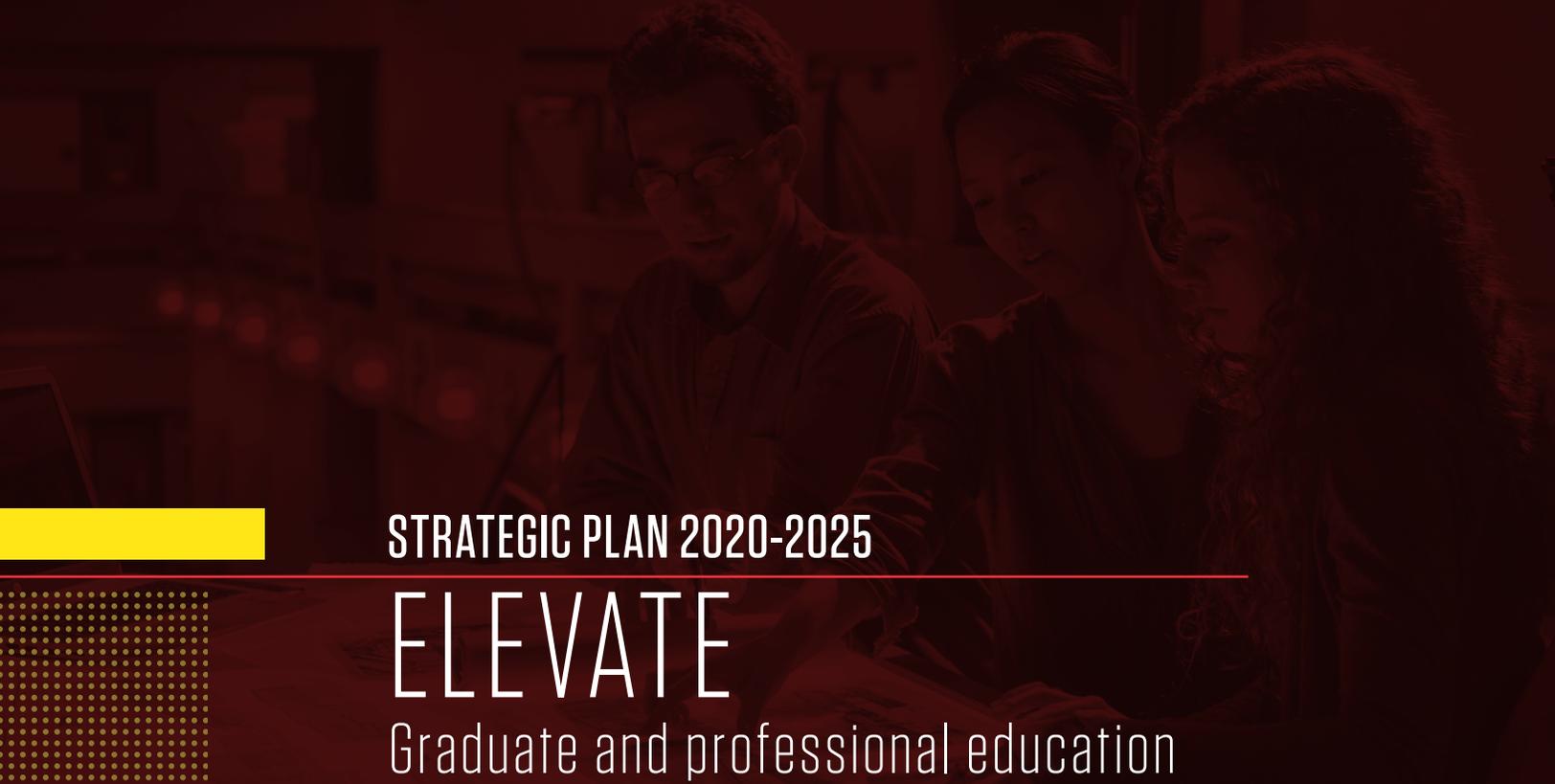
An education from Texas A&M positions our graduates for fulfilling careers and lifelong success because students leave the university ready to compete and advance professionally.

These strategies will ensure that our university continues to support the upward mobility of graduates and their families and create the best student experience in the country.

Undergraduate Key Performance Indicators

1. **Establish** a baseline measure for effective student recruitment activities and engagement with prospective students to reach more highly qualified students with diverse experiences, including first-generation, Pell-eligible, and community college transfer students.
2. **Increase** first-year retention to 95% with a stretch goal of 97% and decrease academic equity gaps.
3. **Increase** four-year graduation to 65% with a stretch goal of 70% and decrease academic equity gaps.
4. **Increase** four-year graduation rate for transfer students to 85% with a stretch goal of 88% and decrease academic equity gaps.





STRATEGIC PLAN 2020-2025

ELEVATE

Graduate and professional education

As Texas A&M has launched graduate and professional programs, the university has carefully focused on enrollment growth and program expansion. In the early 2000's, we made a major financial commitment to increase graduate student support. This injection of capital and energy allowed us to attract outstanding graduate students, enhance the quality of our graduate and professional programs, and advance our research mission. Because of that foundation, we are poised to become a leading national and international destination for graduate and professional education.

Achieving the upper echelon of graduate institutions worldwide requires increased funding, enhanced services to improve student experiences, and structural changes and policies that adopt and showcase best practices. To better integrate doctoral education and faculty research, elevate the quality of all of our graduate programs, and support professional advancement of our graduates and employees, we must cultivate a supportive environment and continue to innovate our academic programs. These efforts will allow our students increased opportunities to thrive during both their graduate education and professional careers.

Develop a globally-recognized graduate and professional school

Elevating Texas A&M’s existing Office of Graduate and Professional Studies to a graduate school demonstrates a strong commitment to graduate education while enhancing our external visibility. The new graduate school will provide central financial and administrative support to improve academic programs, create new programs that reflect the increasingly multidisciplinary nature of scholarship, enhance student success, and attract students of all backgrounds to pursue advanced degrees. With the establishment of the graduate school, we will:

- **Strategically enhance our graduate and professional programs** and elevate their visibility and prominence, both nationally and internationally;
- **Attract, develop, support, and graduate** outstanding and diverse graduate and professional students;
- **Commit to providing multi-year competitive funding** for all full-time doctoral (Ph.D.) students, including increasing individual and institutional graduate training grants and foundation support;
- **Improve interdisciplinary graduate and professional education**, reducing barriers and fostering collaborations;
- **Deepen our engagement** with graduate and professional alumni as life-long learners;
- **Expand professional master’s programs**, including integrative bachelor’s and master’s programs.

Build a culture of inclusive advising, mentoring, and professional development

Texas A&M’s commitment to providing an effective graduate education requires a holistic focus on each student’s personal well-being and professional success. We must prepare students for a wide range of career options by mentoring and advising them for long-term success. It is also important to ensure our university is a place where all students feel welcomed and respected. In that spirit, Texas A&M will:

- **Expand our offerings** of graduate student professional development programming to enhance career success;
- **Equip faculty and staff** to better advise, mentor, and teach graduate and professional students and promote their professional growth;
- **Nurture a diverse, inclusive, and respectful environment** between and among faculty, staff, and students; address climate and culture issues proactively; and improve transparency and accountability;
- **Improve career guidance** and placement resources for graduate and professional students.



Cultivate academic innovation in graduate and professional programs

Just as our university has evolved and embraced new technologies and learning programs, our graduate and professional programs should also enjoy the support and momentum necessary to adopt new information technologies and enhance learning experiences. Doing so helps meet increasing demand for our programs and positions learners to reach their personal and career potential across a lifetime. Texas A&M will utilize technology to ensure that graduate and professional students are able to benefit from and enjoy the Aggie experience, whether or not they are physically on campus. To accomplish this, we will:

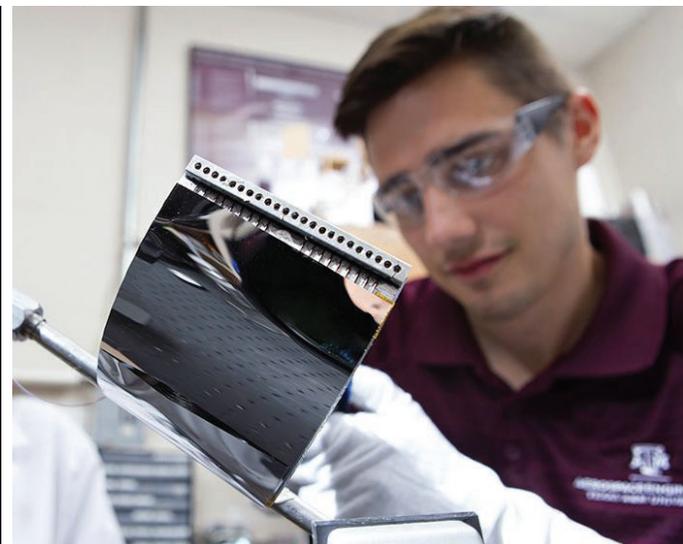
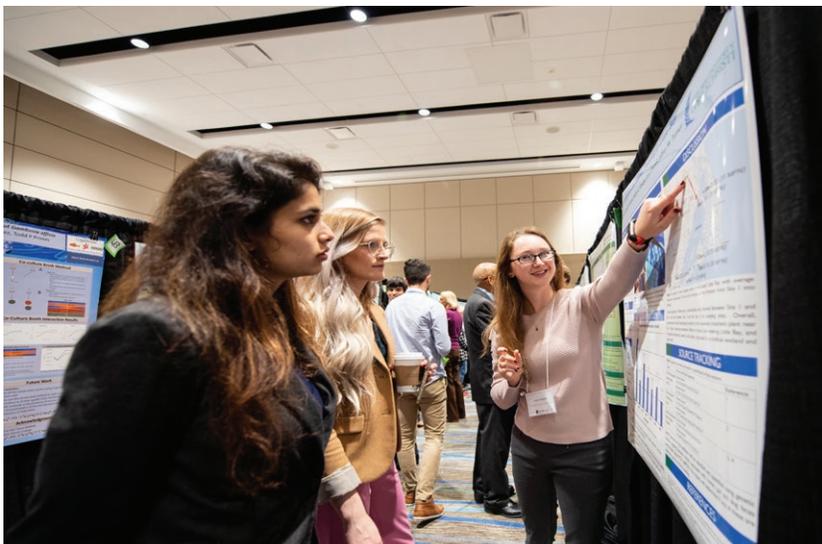
- **Provide greater transparency** of graduate and professional student data and career outcomes to foster continuous improvement and innovation of programs;
- **Develop infrastructure and learner support services** to ensure a high-quality digital learning environment, foster graduate and professional student community, and propagate the “Aggie” experience for all students;
- **Establish innovative credentialing opportunities** for professional advancement and to meet emerging career opportunities for traditional students and adult learners;
- **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 a focus on core values such as leadership.

Graduate and professional education, particularly at the doctoral level, are at the heart of modern research universities such as Texas A&M.

Growing the scope and boosting the reputation of our scholarship means investing more heavily in our research program, the engine of innovation and discovery.

Graduate and Professional Key Performance Indicators

1. **Increase** graduate and professional applications by 30% from domestic students, including from undergraduates who were first-generation, Pell-eligible, began enrollment in a community college, or received a bachelor's degree from a non-flagship institution.
2. **Increase** the proportion of graduate and professional students within the student population to 25%.
3. **Decrease median time to degree** to five years, and increase five-year and 10-year completion rates to 50% and 80%, respectively, for Ph.D. students across all demographic groups.
4. **Increase** number of institutional external training grants by 100% [T32, NRT, GAANN, etc].
5. **Increase** percentage of graduate students participating in university graduate professional development experiences by 20% each year.
6. **Improve graduate student climate** as indicated by GradSERU climate survey for the following two metrics: (i) I feel that I belong at Texas A&M University; (ii) I feel welcome at Texas A&M University.





STRATEGIC PLAN 2020-2025

STRENGTHEN

and harness our research enterprise

In order to elevate the trajectory of Texas A&M as a world-leading land-, sea-, and space-grant research university requires us to attract outstanding talent – faculty, students, and staff – to join us. We must build a strong portfolio of funders, collaborators, partners, and solution seekers to invest their resources, both time and treasure, in our shared vision. We must improve and expand the physical and organizational infrastructure of Texas A&M to serve as an ever-brighter beacon for the creation and application of new knowledge. We must also communicate to a broad audience why the research we do matters.

Such partnerships have the potential to enhance our competitiveness, impact, and stature nationally and internationally.

Increase the breadth and scope of our research

As our programs continue to advance, Texas A&M will develop new approaches to assess and to cultivate our progress in multidisciplinary research and its synergistic impacts. At the same time, to benchmark our progress we will continue to focus on traditional metrics such as external support of our research portfolio, research facilities and capabilities, scholarly productivity and impact, partnerships with industry and national labs, and more.

To broaden Texas A&M's reach into the unknown realms of discovery, we will:

- **Stimulate and support ground-breaking research** that creates new knowledge and shapes the future for the benefit of generations to come;
- **Invest in the infrastructure and tools**, including core facilities and advanced computing, to lead the nation and the world in research innovation;
- **Invest in, support, and grow research** in the arts, humanities, and social sciences;
- **Support collaboration across disciplines** with financial and administrative resources, including faculty recognitions and promotions;
- **Strengthen translational and clinical research** and integrate them into our broad research enterprise;
- **Build partnerships** with external organizations, including industry, national laboratories, and others, to extend and leverage the reach of our research;
- **Increase access to knowledge** and develop the tools for data-driven decision making;
- **Elevate the visibility of our research's impact** and of our researchers, internally and externally;
- **Engage students at all levels** in research and creative scholarship to prepare them as thinkers and leaders;
- **Cultivate and reward faculty leaders** who are bold in undertaking research opportunities, whether within traditional disciplines or across them;
- **Reduce administrative burdens** and enhance support for researchers at all career stages.

The President's Excellence Fund and the Research Development Fund support collaborations, and the university continues to assess the impact of discoveries made when different disciplines combine in search of discovery.

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. To expand Texas A&M's impact on research across the globe, we will:

- **Strengthen our ability to respond to the needs** and opportunities of today and tomorrow in critical areas such as health, cybersecurity, and resilience;
- **Lead the creation of knowledge** to meet current and future challenges in areas such as artificial intelligence, digital humanities, food, energy, and climate change;
- **Recognize and support the commercialization** of successful research products to maximize public impact;
- **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;
- **Enhance the visibility of our researchers' expertise** and contributions to shaping state, national, and international policy.

Expand the importance and impact of our research on Texas, the nation, and the planet

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 have enabled translation of our research into practice. We can expand, enhance, and adapt these activities throughout the state so that mutually beneficial engagement of our expertise and research can change and improve lives in communities around the world. While continuing our longstanding interactions with rural communities, our 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.

Research Key Performance Indicators

1. **Increase** total research expenditures, including internal investments, to \$1.25B (stretch goal \$1.4B).
2. **Increase** by 25% the impact factor of publications arising from Texas A&M research and scholarship.
3. **Increase** by 100% the number of sponsored projects with PIs from multiple colleges.
4. **Increase** by 100% the number of funded projects for clinical research.
5. **Increase** by 100% the number of sponsored awards and fellowships in the humanities and social sciences.



STRATEGIC PLAN 2020-2025

GROW

and support world-class faculty

A great university requires great faculty who lead by their teaching, their scholarly and creative work to advance human knowledge, and their service to the institution, the state, nation, and the world. Texas A&M must continue to attract and retain such outstanding talent and provide an environment in which creativity and discovery can flourish and be translated into world-changing ideas, 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.

Invest in and retain our current faculty

Texas A&M’s reputation as a university where outstanding faculty can build career success will be enhanced by increasing the opportunities for faculty to pursue professional growth and achievement.

To bolster and boost Texas A&M’s outstanding faculty, we will:

- **Elevate the culture of faculty recognition** at the university and increase nominations for national and international awards;
- **Enhance** professional development programs;
- **Improve faculty productivity** and retention by removing unnecessary administrative burdens;
- **Revise faculty evaluation and promotion processes**, particularly to recognize interdisciplinary scholarship and external impacts;
- **Foster a climate of respect and inclusivity** for all faculty and address campus climate and equity issues proactively;
- **Reward leadership and engagement** in university strategic initiatives and in professional leadership beyond the university;
- **Strengthen faculty shared governance** by recognizing and rewarding faculty and administrators participating in shared governance and university related service activities.

Strong programs for faculty development and recruiting faculty who bring new perspectives to scholarship and pedagogy are essential for the university to remain competitive at the leading edge of top-flight talent in university faculty.

Recruit exceptional faculty

The combined efforts of all faculty are essential to achieving our missions of education, discovery, and impact. Valuing the rich variety of roles and responsibilities of our diverse faculty and recognizing the unique and vital contributions of each will make Texas A&M a place where faculty choose to excel, regardless of rank or career track.

To seek out and hire top-caliber faculty from around the globe, Texas A&M will:

- **Ensure faculty is composed of high-performing individuals with diverse experiences** – at all ranks – who elevate the national and international recognition of the university;
- **Hire faculty who support interdisciplinary scholarship** as well as strategic research foci;
- **Hire faculty who support student learning** through creative and evidence-based pedagogical approaches;
- **Enhance programs** that support recruitment, including dual-career opportunities;
- **Continue to leverage programs** such as the Hagler Institute for Advanced Study and the Chancellor’s Research Initiative to attract world-leading scholars to Texas A&M;
- **Cultivate partnerships** in our communities that enhance the quality of life for all;
- **Extend faculty hiring best practices** to the recruitment of Academic Professional Track (APT) faculty.

To accomplish this, we must provide opportunities and options for each individual member of our faculty to be successful and build a rewarding career.

Support career progression for all faculty

To foster and develop faculty careers, Texas A&M will:

- **Enhance leadership development opportunities** and programs for current and future academic leaders;
- **Increase career-long mentoring** and training to support continued faculty success;
- **Establish a program** to reinvest in mid-career faculty to grow the research enterprise and improve faculty retention;
- **Enhance leadership** and professional development opportunities for APT faculty;
- **Revise policies and practices** to clarify career tracks and career progression for APT faculty.

Texas A&M will continue its commitment to compete for the best faculty talent in the world by investing in talent, enhancing career opportunities, and providing strong support systems.

We must ensure that potential faculty from anywhere in the world see Texas A&M as the best place to be. The breadth of our missions, our student body, and the diversity of our state demand no less.

Faculty Key Performance Indicators

1. **Increase** the retention of faculty on the tenure track, close equity gaps, and remove barriers to success.
2. **Increase** by 20% the number of faculty with prestigious and highly prestigious awards.
3. **Increase** by 20% the national and international recognition of our faculty as educators.
4. **Increase** proportion of tenure track faculty to 65%.



STRATEGIC PLAN 2020-2025

BE A BEST PLACE

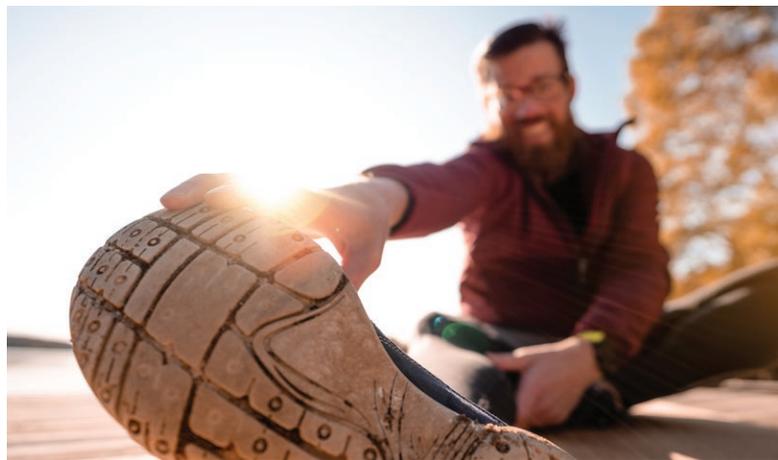
to live, work, and learn

The work of talented employees supports our mission and positions Texas A&M among the world's greatest universities. As a leading employer, we must demonstrate how deeply we value every employee and the unique contributions they bring. Our values as a university emphasize how important it is for our staff to enjoy rich opportunities, support, and encouragement. This strategic plan further integrates Texas A&M's commitment to its employees and incorporates key strategic priorities to elevate employees to reach the heights of their personal and professional potential.

Prioritize physical, emotional, and social well-being

To ensure the highest quality physical, emotional, and socially healthy environment, Texas A&M will:

- **Create a culture** that supports a healthy work-life balance, instills family-friendly practices, and promotes self-care;
- **Enhance the physical work environment** to promote health and inclusion;
- **Focus on mental wellness** and increase awareness of and access to mental health resources;
- **Develop inclusive opportunities** for social engagement, networking, service, and community outreach;
- **Cultivate a sense of teamwork** that values the roles of faculty and staff in the success of the university;
- **Better integrate** Facilities Services (SSC Services for Education) and Chartwells into the university's culture;
- **Improve onboarding** to foster a more welcoming introduction to campus and the community;
- **Establish the university as the top institution for veterans** to learn and work.



Implementing these priorities across the units that comprise Texas A&M will range in scope and scale, but the priority to provide the highest-quality work environment will permeate all levels of the institution.

Strengthen leadership capabilities

Leadership at all levels of the university is critical to success. Texas A&M will make a concerted effort to strengthen the leadership capabilities of staff, faculty, administrators, and students, as well as to develop the next generation of future leaders with the skills and competencies necessary to manage an institution into the 21st century. To do so, we will:

- **Ensure the university has personnel** with the critical skills, talent, and know-how knowledge for institutional success;
- **Implement talent succession plans** for leaders and employees across the institution;
- **Develop consistent action plans** to address periodic climate surveys;
- **Standardize evaluation systems**, including tools for leadership identification and development;
- **Address staff ratios** to accommodate campus growth patterns.

Amplify employee growth and development

While leadership skills and competencies are important, so are the growth and development of every employee in this institution. In order for Texas A&M to be and be considered a best place to work, we commit to:

- **Enhance respect and embrace diversity of thought and experiences;**
- **Create a growth and development plan** for each employee;
- **Provide opportunities** for continuing education and training, including support of degree pursuit;
- **Establish career ladders** and develop position competency profiles;
- **Value, recognize, and celebrate contributions** and accomplishments of employees;
- **Foster positive communication** and strengthen work relationships.

Best Place to Work Key Performance Indicators

1. The number of employees participating in **Living Well activities** will exceed 3,000, and 85% of the activities will be developed by Texas A&M University employees.
2. Develop a **leadership quality index**, benchmark our employees, and raise 10% per year.
3. Employees with a **written growth and development plan** in place will reach 80%, and 95% of employees with managerial duties will have a leadership component in their plan.
4. Job categories with defined competency maps will reach 50%, resulting in at least a 10% **increase in internal promotions.**
5. Achieve **“Great Colleges to Work For”** with Chronicle of Higher Education status.





STRATEGIC PLAN 2020-2025

ENGAGE

Texas and beyond to enhance our impact

Engaging the research, teaching, and service of our university with the public builds upon our historical mandate and ensures public trust for generations to come. Meaningful external partnerships will allow Texas A&M to further our impact by inviting and attracting local engagement, gaining increased legislative support, and enhancing program participation by populations who may never enroll as degree-seeking students in our university, but who will know and advocate for our impact in their lives. The global preeminence of Texas A&M University provides additional opportunities to enhance experiential learning for students, develop new collaborations for research, and create partnerships that extend the impact of our work.

Embrace and refine our mission as a land-, sea-, and space-grant university for the 21st century

Texas A&M will serve our land-, sea-, and space grant missions by:

- **Extending knowledge in all its forms** (e.g., leadership training, continuing education, workforce development) to benefit communities and constituencies beyond the university;
- **Meeting issues where they exist.** We will utilize the knowledge we gain through discovery and innovation to meet the needs of Texas citizens in rural and urban communities;
- **Sharing and applying our research discoveries** and innovations through knowledge transfer, commercialization, and partnerships.

Accelerate commercialization and entrepreneurship

Our land-, sea-, and space-grant missions require us to lead our scholarly disciplines and improve lives in Texas and beyond. 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. To create and extend opportunities for commercialization and entrepreneurship, Texas A&M will:

- **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, students, and alumni;
- **Enable the commercialization of faculty research successes** by taking them from the bench into the community, where the impacts of our scholarship can be realized;
- **Connect the A&M ecosystem** with the statewide network of entrepreneurship support.

Become The University for Texas by extending our engagement in rural and urban communities

By engaging with industries, communities, and municipal leadership around the issues they face, we bring value to our partners. In addition, our students, faculty, and staff learn how to solve meaningful problems collaboratively. To be most effective, we must be able to nimbly align our scholarship and outreach with issues, unimpeded by disciplinary or geographic boundaries.

To extend our opportunities for engaging rural and urban communities, Texas A&M will:

- **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 to the needs of urban and rural Texas communities;
- **Promote existing and develop a broader set of university continuing education**, professional development, and leadership training aligned with our map of the state’s needs, issues, and opportunities;
- **Enhance utilization of existing and targeted presence** with economic development and community business organizations in uniquely strategic sites across Texas.

Measure Aggies’ impact on our communities and the world

Our graduates create positive impacts by adding value to communities in which they live, work, and play. While traditional economic impact reporting can present data on their financial contributions, and anecdotally shared stories highlight individual success and efforts, currently there is little to demonstrate the unique spirit of Aggies and their positive continual contributions to “the greater good” called for in our purpose statement. Texas A&M must develop a methodology to accurately determine and share former student impacts on their communities.

To gauge the global impact of Aggies, Texas A&M will:

- **Increase the visibility** of former students’ impacts – locally, nationally, and internationally;
- **Create enhanced connections** between Texas A&M and international student alumni, as well as former students residing outside the United States.

Enhance our Impact Key Performance Indicators

1. **Increase participation** in University-offered continuing education, leadership training, and professional development **by 150%** as reported by the Non Funded & Continuing Education course report;
2. **Increase the engagement** of faculty scholarship, student service learning, and public partnership **by implementing 500 distinct projects/collaborations** (at least one per county) with documented engagement process, impact measurement, and public acknowledgment by partners;
3. **Increase public financial contribution** to Texas A&M University **by 50%** in sponsored projects for research deliverables or engagement, funded by contracts with communities or partnership agreements with industry or municipalities;
4. **Increase by 50%** the number of patent disclosures, licensing agreements, and opportunities to transfer knowledge to application;
5. **Increase number of former students reporting impact** on communities in the last 12 months through their personal civic participation, volunteerism, leadership, and service **to 80%**.



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. In addition, the requirements for compliance across a variety of state and federal domains remains unabated and has required significant increases in personnel to manage. The university has not yet caught up.

The issues created by this growth in enrollment and expanded compliance requirements need to be at the forefront of every planning endeavor. The key strategic initiatives are dependent upon leading-edge support and infrastructure being in place to advance the university over the next decade and beyond.

People

The faculty reinvestment program initiated in 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 efficiency 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 foundational support staff has become a significant issue hindering Texas A&M competitiveness with the top tier of public institutions.

The successful achievement of the strategic plan initiatives will require sufficient investment in staff to support campus growth and meet expanded regulatory and reporting requirements. Integral to this investment will be recruiting the appropriate staff skillsets to carry the university into the next decade, focusing on talent retention and professional development, and creating a diverse and inclusive work environment. Additionally, 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 remain 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 limiting 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, and one important way of achieving this is to have places where we can congregate and meet in addition to work.

In addressing the space needs strategically, the university will adhere to facility design, location, and landscaping per the Campus Master Plan and pursue the resources to sufficiently construct, renovate, and maintain our facilities commensurate with top tier universities. Consistent with the physical facilities will be the purchase and production of energy to support a 21st century campus and all of the utility needs entailed with current and projected demands.

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 nearly 3 million connections per day, the campus footprint is expanding, and the demand for digital connectivity for communication, conferencing, and teaching will increase every year. There can be no slowdown in our investment in technology and technology infrastructure.

Priority also needs to be placed on technology and applications that can help staff functions continuously improve the efficiency and cost effectiveness of these support operations. Converting physical documents to digital and manual processes to electronic ones will not only deliver efficiencies, but also help create a best-place-to-work environment for our staff.

Financial

Significant investments will be necessary 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 continue to focus on affordability. 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 an adequate faculty, physical infrastructure, support staff, and administrative structures to efficiently do the work required. Most of all, this plan requires an **Aggie kind of “can do”** and a **commitment to success**. When spirit, values, resources, and willpower are combined, then Texas A&M University will reach the pinnacle of excellence.

