



Board of Regents
Strategic Plan Summary

2016 ~ 2021

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Dear Members of The Texas A&M University System Community:

Since our last strategic plan (2009–2013), we have made tremendous progress in providing education, conducting research, and delivering services and training to the people of Texas and beyond. We are proud of our collective accomplishments and recognize this progress would not have been possible without each and every one of you, your commitment to the mission of our land-grant system, and your hard work.

As we look toward the future, we are very aware of the forces reshaping higher education and putting pressure on traditional higher education business models. We live in a dynamic, ever-changing world where the demands placed on higher education institutions, especially large public systems like ours, continue to evolve and increase in complexity. And as a land-grant system, we embrace the responsibility to be responsive to these needs:

- Changes in employer expectations and student career trajectories are challenging us to think in new ways about how to best educate our students and how to provide them with the types of experiential learning opportunities that prepare them for the increasing demands of the workplace and to be well-rounded and engaged citizens.
- Changes in student demographics are encouraging us to think intentionally about the type of support we need to provide our students to succeed.



- The increasingly competitive climate for research funding is inspiring us to think in new ways about collaboration across disciplines, schools, and campuses, and how to leverage our core strengths in research to establish areas of sustainable competitive advantage.
- The growing population of Texas and the growing needs of the local economy are stimulating us to think about innovative ways to make our services, our training, and the translational benefits of our research accessible to the broader public.
- And finally, the evolving financial realities of our system renew our commitment to ensuring that The Texas A&M University System is a responsible and effective steward of our resources and will continue to sustainably deliver excellence in education, research, and services.

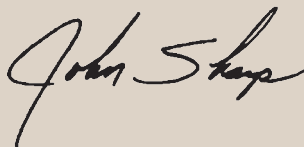
In the midst of all these changes, we are confident that with your help, we can not only stay the course but accelerate progress. As a system of individual member institutions, we are so much more than the sum of our parts. Our diversity makes us strong, and the distinctive combination of universities and agencies, under one system umbrella, makes us uniquely positioned for success going forward.

This strategic plan is the product of a yearlong process that builds on the individual strategic plans of the member institutions and incorporates input from all member institutions. It builds on our strengths but also presents a bold vision for the future. It is designed to be a living plan that we are committed to monitoring as we execute. We will measure our progress and success, but we will also be flexible in our execution and adjust course as needed. We will do this together, and together we will be one of the finest university systems in the nation.

Sincerely,



Cliff Thomas
Chairman, Board of Regents



John Sharp
Chancellor





*We will pursue excellence in education
by preparing our students for
long-term success.*



Who We Are: Mission and Core Principles

We are a land-grant system of 11 universities and 7 agencies. Our mission is to provide education, conduct research, commercialize technology, offer training, and deliver services for the people of Texas and beyond through our universities and state agencies.

As a land-grant system, we embrace our responsibility to serve the state of Texas.

As a system of distinct institutions, we are greater than the sum of our parts, with the contributions of our member universities and agencies extending well beyond their individual campuses.

Three core principles guide us in our pursuit of this mission:

- **Excellence:** We will pursue excellence in **education** by preparing our students for long-term success. We will pursue excellence in **research** by attracting top-tier researchers and significant research funding to our system and by investing in breakthrough research. We will pursue excellence in **service** by aligning our offerings to the specific needs of Texas and by delivering high-quality training.
- **Impact:** We will aim not just for excellence but for impact. Our graduates will be engaged citizens who contribute to the growth of our economy and the well-being of our society, and will be prepared to succeed in an increasingly global work and life environment. Our researchers, whether in universities or in agencies, will translate research into practical solutions that address the needs of our local communities, the nation, and the world at large. Our universities and agencies will have a lasting impact on Texas, the nation, and the world by delivering services to meet the needs of our communities.
- **Access and affordability:** We are committed to providing a high-quality education at a reasonable price to remain accessible to the people of Texas, regardless of their socio-economic background. We will leverage our physical presence in all counties of Texas and use innovative technology to make services and translational research widely available to the people and organizations of Texas.



Our Vision: Imperatives for the Future

We will be the system of choice for students, employers, faculty and staff, and research funders:

1. **All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.** We will develop a coordinated recruitment and admissions strategy for the A&M System and create coherent pathways among institutions.
2. **The A&M System will remain affordable and accessible.** We will continue to ensure that our costs remain reasonable so that the cost of education does not become a barrier for Texans to access the A&M System.
3. **Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** Our member institutions will develop the educational experiences, experiential opportunities, and service opportunities that our students need to succeed post-graduation in a global economy.
4. **The A&M System will increase its prominence by building a robust and targeted research portfolio.** We will continue to encourage cross-institution and cross-discipline collaboration, and we will support our member institutions in their research pursuits, including obtaining emerging research status.
5. **The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.** We will continue to address the needs of Texas and use technology to reach citizens in new ways.
6. **The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.** Our member institutions will be diligent about their plans for growth, and the A&M System will ensure financially sound decision-making at the aggregate level. We have robust financial management capabilities in place and will continue to manage the A&M System's financial health in a holistic manner.

We will be able to accomplish these imperatives by relying on the strength and commitment of our people, both faculty and staff. As a system, we recognize the important contributions of faculty and staff and are committed to recruiting, retaining, and supporting the talent that is so critical to our collective success.





*The A&M System will provide
services that respond to the needs
of the people of Texas.*





*Our students will leave the A&M System
as responsible and engaged citizens
prepared for successful careers.*



Our Accountability: How We Will Measure Success

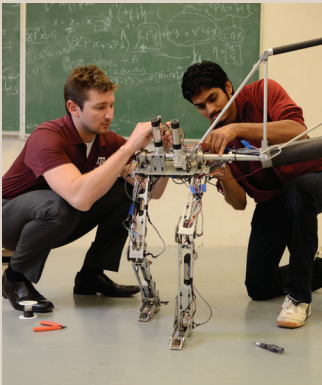
Imperatives	Measurements
1. All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.	1. Yield of admitted applicants at the A&M System level 2. Share of total Texas postsecondary enrollment over time 3. Share of top 10 percent of Texas high school graduates who join the A&M System over time 4. Share of Texas high school graduates who join the A&M System that are in the top 10 percent in terms of SAT scores
2. The A&M System will remain affordable and accessible.	5. Ratio of student debt to median family income 6. Percentage of cohort over time designated as first-generation students, underrepresented students, and Pell grant recipients 7. Time-to-degree (matriculation to graduation, accounting for transfers)
3. Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.	8. Improvement in absolute persistence rates and graduation rates over time 9. Actual vs. expected persistence and graduation rates 10. Placement rates six months after graduation (including employment, graduate school enrollment, and service placement) 11. Salaries at third and fifth years following graduation 12. Student return on investment
4. The A&M System will increase its prominence by building a robust and targeted research portfolio.	13. Total A&M System-wide research expenditures 14. Total volume of research activities across the A&M System 15. Number of National Academy members 16. Progress toward emerging research status
5. The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.	17. Number of degrees granted in critical fields identified by the state 18. Number of agency contact hours 19. Number of services provided (e.g. diagnostic samples processed, fires fought, and emergency rescues)
6. The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.	20. Composite Financial Index 21. Reserve ratio 22. Administrative cost ratio 23. Return on investable assets 24. State appropriations/Full-time student equivalent 25. Tuition and fees/Full-time student equivalent 26. Expansion of donor base and overall funds raised



Our Accountability: How We Will Monitor Progress

- The Board of Regents will hold the A&M System accountable to the Strategic Plan.
- The A&M System will leverage the existing annual programmatic budget review process to monitor progress against the strategic plan imperatives and measures of success, and to address any issues that arise.
- This process will also be used to facilitate the development of institutional-level growth plans and the synthesis of those plans into a systemwide understanding of growth and its implications.
- The complete strategic plan can be found on The Texas A&M University System website at <http://www.tamus.edu/plan>.





*The A&M System will grow
intentionally and deliberately while
adhering to high standards of
excellence and financial sustainability.*



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The Texas A&M University System

Board of Regents

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