



Vision 2020 Mid-Term Review

Creating a Culture of Excellence—Serving the Public Good

The Imperatives

Imperative 1: Elevate our Faculty and their Teaching, Research and Scholarship

The world today is knowledge-based and constantly changing. In such a world, a great university is a creator, organizer, preserver, transmitter and applier of knowledge. The foundation of these functions is an excellent faculty in adequate numbers. We must continue to review and strengthen hiring, tenure and promotion policies, enhance compensation, support innovative scholarship, and transform our administrative culture. We cannot achieve our goal without a nationally recognized diverse faculty with a passion for teaching and an academic environment that values and rewards innovation, great ideas, and the search for new knowledge. We must continue to increase the size of our faculty and we must attract and retain top scholars.

1.1 Precept: Achieve the Highest Quality Faculty and Faculty Life

The evolution of the highest quality of student life requires a commitment to high-quality faculty and faculty life. Intense dedication to teaching, research and service on the part of faculty will be matched by the University's commitment to providing a supportive, encouraging environment.

The dimensions of this environment include access to the best intellectual resources to help faculty achieve the best results; contemporary work environments supported by information technology; evaluation and annual review processes that foster professional development and commitment to excellence; sensitive leadership and responsiveness to the needs of individual faculty members; a fair compensation system and means to reward excellence consistent with peer institutions; and high-quality participation in institutional governance.

No single indicator of excellence in faculty life can be taken in isolation. The aim is to provide an environment that supports the highest creative and intellectual work to benefit students, the institution and the faculty—in short, to create an encompassing community of scholars that seeks to improve lives around the world.

Pathways to Precept:

- **1.1a** Improve the faculty-student ratio to increase interaction between faculty and students and create a more involved academic experience. Attain and maintain a faculty-student ratio equal to the median of those at best public universities.
- **1.1b** Ensure that teaching and mentoring of undergraduate and graduate students are of the highest quality and plays a central role in student development. Provide resources and facilities that will enable faculty to develop the highest-quality learning environment in the classroom, laboratory and field.

- **1.1c** Attract and retain outstanding faculty by offering compensation and benefits packages that positively affect the desirability of the institution and the creation of endowments for career development chairs, superstar chairs and exceptional promise chairs. Develop start-up funds for research and scholarly activities. Ensure that laboratories and teaching facilities are available, efficient and of high caliber. Ensure that searches to fill faculty positions are intense. Offer an excellent faculty development leave program and seek to provide job opportunities for dual-career hires spouses in recognition of the career nature of today's families. Create an environment that ensures successful recruitment, development and maximum retention of outstanding faculty.

1.2 Precept: Expect and Support Scholarship of the Highest Caliber

Scholarship is the foundation of quality in teaching, research and service. Our goal for 2020 is to produce scholarship that supports excellence and is uncompromising in its commitment to enhancing understanding. This is the highest form of intellectual endeavor and the reason for hiring the best faculty and recruiting the best students. The cornerstone of the academic enterprise is scholarly and creative activity. Scholarly and creative endeavors inform the application of new ideas and provide the basis of sharing concepts in the classroom and the larger community. Additionally, while universities value all forms of creative activity, the act of discovering new knowledge relationships pertaining to matter, people and organizations has always been at the center of the academic enterprise and will be at the center of Texas A&M University (Texas A&M) scholarly endeavors.

Pathways to Precept:

- **1.2a** Select and develop priority research and scholarly programs acknowledged to be important and compelling on a national and global level through faculty-driven strategic planning. Expand our scholarly activities by attracting, supporting, and retaining the best scholars in their fields. Create an environment where quality work worthy of a Nobel Prize, Pulitzer Prize or other national and international recognition is being done, with achievement of such awards as evidence of the environment. Increase the number of faculty who are fellows in academic and professional societies or members of the National Academy of Science or the National Academy of Engineering.
- **1.2b** Emphasize research as an essential component of every student's learning and every faculty member's responsibility. All undergraduate majors should have within the curriculum a required discipline-appropriate component such as research, portfolios, or other scholarly contributions.
- **1.2c** Position Texas A&M as a major source of scholars for the next generation through endowed chairs, fellowships and quality facilities that will help attract, support and retain outstanding scholars at all levels: senior faculty, junior faculty, post-doctoral associates and students. Increase the number of doctoral graduates who seek academic careers at top-tier national institutions.
- **1.2d** Coordinate research endeavors to unify the planning and implementation of the University's research program and to effectively deploy Texas A&M faculty and physical resources. Achieve top five standing in science and engineering research and

development expenditures as measured by the National Science Foundation and top ten standing in federally funded research.

- **1.2e** Build on the existing endowed faculty program. Create endowed faculty positions equal to those at the best public universities in America.

1.3 Precept: Encourage and Facilitate Interdisciplinary Scholarship

In any view to the future, the challenges of solving complex problems are certain to require interdisciplinary work. It is critical that the University foster an adaptive culture that embraces and encourages interdisciplinary research while continuing to embrace and encourage individual research. We should encourage and foster individual faculty, teams of scholars and practicing professionals from multiple disciplines to cross structural boundaries and create strategic and operational partnerships. Our priority should be to advance the frontiers of knowledge in meeting increasingly complex societal challenges.

Pathways to Precept:

- **1.3a** Continue to define structures and mechanisms that encourage and support interdisciplinary work. Increase the number of faculty members involved in scholarly work and teaching that cross-disciplinary lines.
- **1.3b** Continue to recognize multi-disciplinary and interdisciplinary collaborations in tenure, promotion, and annual review processes. Value both collaborative and independent activity in all tenure, promotion, and annual review processes.

Imperative 2: Strengthen our Graduate Programs

We must create or shift our thinking about the role of graduate education to attain the level of excellence we desire. Ensuring that graduate programs are at the forefront of knowledge and rigorous in their expectations provides the challenging learning and research environment in which outstanding graduate programs thrive. We must create a dynamic, exciting, discovery-driven intellectual environment that will attract and stimulate the best faculty and draw superior graduate students, comparable to those in the nation's best graduate programs.

2.1 Precept: Enhance the Quality of the Graduate Programs

Graduate education is central to a comprehensive research university. Texas A&M has increased the number of graduate programs over the past decade and significantly increased opportunities for graduate scholarly advancement as a consequence of increased external funding. We must continue to strengthen the graduate experience by further enhancing graduate programs and the infrastructure that supports them. Emphasis on leveraging the Academic Program Reviews and achieving graduate student learning outcomes should undergird ongoing program improvement.

Pathways to Precept:

- **2.1a** Draw upon the scholarly advances resulting from the faculty reinvestment initiative to further strengthen graduate programs.
- **2.1b** Integrate graduate student learning outcomes into all graduate program curricula.
- **2.1c** Continue to utilize the Academic Program Review process to assess and develop improvements in graduate programs.
- **2.1d** Foster a climate that welcomes and supports graduate students as part of community of scholars. Establish a systematic and periodic climate assessment for graduate students. Refine the academic culture to support excellence in graduate education.
- **2.1e** Provide professional development opportunities for all graduate students beyond the traditional course and research opportunities.
- **2.1f** Provide adequate development and support for quality graduate advising to reduce time to degree. Develop workshops that feature and exchange best practices in graduate advising.
- **2.1g** Improve the quality of undergraduate education by ensuring that graduate students have excellent preparation. Provide training in teaching to all graduate teaching assistants in each academic program.
- **2.1h** Encourage and support additional international opportunities/experiences for graduate students through creative and innovative methods of curriculum delivery, alternative degree formatting, research training and enhanced teaching experiences through international joint faculty appointments.
- **2.1i** Encourage post-doctoral study for graduates of Texas A&M and peer institutions. Provide a supportive environment for the career development of post-doctoral fellows.

2.2 Precept: Strategically Increase the Size and Quality of the Graduate Population

Texas A&M seeks to expand the role of graduate education. Graduate students should make up a greater proportion of the student body and more should come from the best institutions in the nation and the world. Enhanced ability to attract, support and retain a diverse and global graduate student body and provide the framework in which they can complete their studies as full participants in the community of scholars is essential for healthy growth in graduate programs.

Many forces affect our ability to attract the brightest graduate students. Stipends, insurance benefits, tuition waivers and other forms of financial support are important. However, if our response to the challenge stops there, a key ingredient to graduate student life remains beyond our reach. Avenues also must be found to increase graduate student involvement in the creative enterprise of higher education and help them become contributing members of the academic community. Incorporating the work of graduate students into the mainstream life of the University will ensure more energetic, high-quality engagement with faculty in the pursuits of academic excellence.

Pathways to Precept:

- **2.2a** Increase the institutional investment in graduate students. Develop and increase financial resources from both internal and external sources to support graduate students. Ensure that financial support for graduate students is competitive with that of the best institutions.
- **2.2b** Increase the size of the graduate student population. Increase the proportion of graduate students in the overall student population.
- **2.2c** Recruit a diverse graduate student body. Increase the percentage of graduate students from institutions other than Texas A&M and from outside Texas. Increase the number of graduate students from diverse backgrounds and across programs.
- **2.2d** Advance Texas A&M's information technology strategies and infrastructure to support enrollment growth in high demand master's degree programs and options. Increase the proportion of non-traditional master's program offerings. Increase enrollment in select master's programs.

2.3 Precept: Maintain Support for a Comprehensive Range of Programs

All programs should be responsive to student need at the undergraduate and graduate levels. Graduate programs in particular should be flexible and address a range of current issues; sensitive to changing economic, social and cultural developments; and broad enough to create critical mass for the graduate student. Excellent science programs must be balanced with excellent humanities programs at the graduate level.

The challenges and opportunities of the 21st century will require students to have both traditional discipline-based education and the skills obtained through interdisciplinary and integrated programs. Texas A&M must commit to providing a range of graduate programs that is both balanced and of the highest quality.

Pathways to Precept:

- **2.3a** Sustain support for a comprehensive offering of graduate programs.
- **2.3b** Foster interdisciplinary and multidisciplinary degree programs that address the societal problems of the 21st century. Decrease the barriers for graduate students matriculating in interdisciplinary degree programs.
- **2.3c** Assume a leadership role for graduate education within The Texas A&M University System (A&M System). Take a leadership role in the State of Texas through the creation of special opportunities for graduate students at Texas A&M and outside the A&M System, emphasizing a diverse and welcoming culture that strives for excellence.

Imperative 3: Enhance the Undergraduate Experience

A 21st century vision of excellence in undergraduate education at Texas A&M builds on the university's land-grant heritage, its role as a comprehensive research university and its distinctive approach to student leadership development to offer high-impact educational experiences that are recognized nationally for their ability to produce successful graduates prepared to think critically, communicate effectively and engage responsibly as citizens in a diverse global environment.

The fusion of the Aggie core values (leadership, excellence, integrity, respect, loyalty and selfless service) with baccalaureate learning outcomes should continue to produce leaders of character who are highly sought after to lead in our economic and social well-being. Putting education first, Texas A&M must foster a community of learners that is supported by a high-quality residential experience that educates and develops the whole student through both curricular and co-curricular experiences.

3.1 Precept: Provide students a purposeful, challenging and meaningful undergraduate experience in a research university by building on the distinctiveness and character of Texas A&M's commitment to educating the whole student

Undergraduates benefit from a research-extensive university atmosphere that invites them to participate actively in the creation of knowledge rather than passively receive existing knowledge. Through collaborative and intentional interactions with diverse, nationally, and internationally recognized faculty and staff leaders, the whole student is educated for a complex world.

High-impact practices such as undergraduate research, honors courses, targeted first-year experiences, writing-intensive courses, internships and interdisciplinary capstone courses and projects—to name a few—unify the University's research and teaching missions. With excellence as an abiding principle, increase the number of graduates that are prepared through essential liberal learning outcomes to have the flexibility necessary for what lies beyond their baccalaureate degrees.

Pathways to Precept:

- **3.1a** Enroll students who are exceptionally qualified on a variety of quantitative and qualitative measures and who can inform and challenge one another. Continuously improve a process that reviews applications holistically for all factors that strengthen the entering student body. Attract students known for both intellectual ability and demonstrated social/personal responsibility. Increase SAT/ACT median scores. Increase the number of national scholarship awardees (NMS, NAS and so on).
- **3.1b** Provide high-impact practices that broaden the opportunities for student growth and challenge students to integrate knowledge and think creatively, analytically and flexibly. Increase the number of students completing high-impact practices. Design ongoing assessments of high-impact practices to monitor success.

- **3.1c** Ensure that all students have the opportunity for frequent and meaningful interaction with faculty, staff, peers and others who collectively form the Texas A&M community of scholars. Increase the number of and participation in formal or informal activities involving educational mentors.
- **3.1d** Create a campus that is the physical hub of students' intellectual and social development. Increase the number and quality of common intellectual experiences for students. Enhance the number of facilities that are designed to encourage shared reflection. Provide excellent and readily accessible learning resources (library, state-of-the-art information technology, career services and so on) and access to appropriate laboratories and classrooms.

3.2 Precept: Build on the strengths of the Aggie Spirit by integrating and practicing the Aggie core values throughout the campus culture

Pathways to Precept:

- **3.2a** Practice and assess the Aggie core values and their integration into all aspects of campus life, including academics. Increase their inclusion in published and spoken materials. Increase their integration into the academic mission where appropriate.
- **3.2b** Develop a system for tracking the success of graduates. Increase our standing in national rankings. Increase the number of student honors, awards and recognitions.
- **3.2c** Decrease the number of honor code violations.
- **3.2d** Create intentional curricular and co-curricular programs in leadership learning.
- **3.2e** Increase giving to Texas A&M by former students.
- **3.2f** Aim for a decline in incidents that reinforce difference or encourage a lack of inclusion. Increase opportunities to achieve a climate or culture of inclusiveness.
- **3.2g** Increase the quality of service organizations. Increase the number of service learning opportunities. Increase institutional rankings or number of awards based on service.
- **3.2h** Foster a sense of community and shared purpose in undergraduate student development for those on and off campus. Increase the presence and number and utilization of these services and facilities. Increase the number of and participation in these opportunities. Recruit and retain excellent personnel who are responsible for student development.

3.3 Precept: Enhance Student Leadership Development Opportunities

A significant part of Texas A&M's distinctiveness is its emphasis on student leadership development that builds character, reinforces positive values and promotes school spirit. Students are engaged in a variety of experiences including student organizations academic programs, and professional societies that provide exceptional opportunities to expand our students' horizons and perspectives. Texas A&M students have always had a strong presence in the military, most visibly through the Corps of Cadets. In addition, intercollegiate athletics is an important part of Texas A&M's history and should play an overwhelmingly positive role in its future with their broad and unique capability to enhance diversity while increasing campus unity and leadership development.

Pathways to the Precept:

- **3.3a** Grow and enhance the quality of leadership development opportunities offered by student organizations academic programs, and professional societies. Build bridges between Student Affairs and academics that provide unparalleled synergy in preparing students for their roles in a diverse and global society.
- **3.3b** Continue to enhance the on-campus service offerings for the more than 1,200 students, both veterans and dependents of veterans, who receive veteran or military educational benefits. Collaborate with the Service Members Opportunities Colleges (SMOC) Consortium and local service agencies to maximize the service response to veterans' needs.
- **3.3c** Increase student participation and diversity in the Corps and achieve academic performance parity with non-Corps students. Increase the support necessary for more students to pursue and receive the Academic Certificate in Leadership Studies.
- **3.3d** Develop programs and services that can further close the gap between student-athlete and non-student-athlete academic performance. Maintain a strong compliance program that upholds the commitment to the highest standards of integrity, ethical behavior and the principle of institutional control.

Imperative 4: Build the Letters, Arts and Sciences Core

Texas A&M's Vision 2020 goal of becoming a consensus top-10 university by the year 2020 will require demonstrable strength in the letters, arts and sciences. Progress has been made in a number of areas and on a number of dimensions, but redoubling the commitment and the effort devoted to Imperative 4 is critical for the University's success in the coming decade.

High-impact faculty and graduate programs in the letters, arts and sciences produce new knowledge and understanding of our world. This new knowledge also greatly enhances the quality of undergraduate education by introducing students to the history and achievements of humankind, approaches to understanding the world and the universe, and critical and analytical skills that serve for a lifetime. The quality of instruction and educational programs depends directly on the quality and diversity of the faculty. Texas A&M, accordingly, must commit to initiatives that increase the number of nationally and internationally prominent faculty and expand the number of nationally ranked academic programs in the letters, arts, and sciences.

4.1 Precept: Strengthen the Humanities and Social Sciences

As the locus of critical thinking, abstract reasoning and creative imagination, the humanities and social sciences provide the foundation of any university education. Moreover, these fields produce well-informed and responsible citizens and leaders to meet society's challenges in the 21st century.

Strengthening the liberal arts is imperative for enhancing the other segments of the university education provided through our teaching and research. We have made great strides in our efforts to develop these two areas, but more must be done at all administrative and programmatic levels. The University must continue to support excellence in teaching and research by recruiting and retaining faculty who are outstanding in both. Pursuit of high-impact research, scholarship and teaching must be the principle aim of programs in this area.

Pathways to Precept:

- **4.1a** Significantly increase the number of highly influential research publications as appropriate for specific disciplines or interdisciplinary research and substantially increase the number of competitive external fellowships and grants.
- **4.1b** Increase the market competitiveness and top-quality job placements and post-graduate placements of graduate and undergraduate students in humanities and social sciences.

4.2 Precept: Strengthen the Arts

Robust performing and visual arts programs are hallmarks of mature, highly ranked public universities, including Texas A&M's aspirant peers. While progress has been made in some areas, the Texas A&M Task Force on Campus Arts (2010) confirms that we remain grossly deficient in arts offerings compared with these peers. This must change with an easing of state restrictions to facilitate growth in academic arts programs.

Significant investment is needed to further integrate the arts into campus life. Performing and visual arts stimulate innovation and community across all campus constituencies. Texas A&M's advancement requires investment in this core area commensurate with that of aspirant peers.

Pathways to Precept:

- **4.2a** Overcome regulatory limits on arts programs at Texas A&M and expand undergraduate and graduate degree programs in the arts.
- **4.2b** Aggressively integrate performing and visual arts into campus life in future building plans and existing infrastructure.

4.3 Precept: Strengthen the Sciences

Many colleges at Texas A&M—including the Colleges of Science, Agriculture and Life Sciences, Geosciences and Veterinary Medicine and Biological Sciences—focus on the sciences. Extending the range of fundamental science and training the next generation of researchers is critical to the University's research and teaching missions. Expanding interdisciplinary research and developing ways to effectively bring research into the classroom are especially important for the advancement of science at Texas A&M. Attracting and retaining the highest-quality researchers, teachers and students in the sciences is fundamental to improving the University's ranking.

Pathways to Precept:

- **4.3a** Provide a world-class research and teaching environment where cutting-edge research and high-quality teaching synergize and reinforce each other at the undergraduate, graduate and post-graduate level; where multidimensional programs are encouraged; and where research experiences are brought into undergraduate classrooms.
- **4.3b** Aggressively recruit, mentor, showcase and retain a world-class diverse faculty composed of the best researchers, teachers and scholars in their fields, including members of National Academies and Nobel Laureates.

Imperative 5: Build on the Tradition of Professional Education

At the heart of Vision 2020 is a goal of strengthening our professional programs at both the undergraduate and the graduate levels. Those involved with our professional programs must recognize the need to prepare graduates broadly to contribute to a complex and rapidly changing state, national and global society. Professional programs are, for the current purpose, defined as curricula leading to degrees accredited by agencies responsible for professional licensure and/or professional certification. Among metrics used to measure eminence of professional programs are performances on standard and professional examinations.

5.1 Precept: Enhance Excellence in Undergraduate and Graduate Professional Education

Professional education is central to our land-grant mission. Professional programs directly and indirectly educate the populace and provide the workforce for the professions, which underpin our economic and social well-being. Excellence in professional education is a hallmark of the best research universities. Professional programs have a responsibility to create new knowledge, both basic and applied, that is particularly relevant to societal needs. Professional programs are distinguished by their close relationships to their constituents. It is imperative that professional programs serve and engage their constituencies.

Pathways to Precept:

- **5.1a** Enhance the quality of professional programs for sustainable excellence.
- **5.1b** Earn and maintain recognition at local, state, national and global levels for excellence in professional programs.
- **5.1c** Achieve and sustain top standing, by appropriate evaluating organizations, for all undergraduate and graduate professional programs.

5.2 Precept: Create a University within a University

We are proud of our heritage as a Texas institution. What we are today and what lies ahead are colored by our role as a public, land-grant institution. In a rapidly changing educational environment, agility and flexibility are important. Some programs, notably specialized professional and graduate offerings, are best served in a setting that allows flexibility and promotes innovation.

The concept of a “private university” within our public university will help Texas A&M be more agile in responding to new demands and allow the University to offer special study opportunities for distance education, professional post-baccalaureate education, extension work and certification programs to its professional constituents. A central focus of the “University within a University” would be faculty who, among other things, create more strategic partnerships and implement new forms of educational opportunities to serve Texas business, industry and the professions at both the corporate and the individual level.

Pathways to Precept:

- **5.2a** Create an operational 501(c)3 corporation that generates revenues from specialized educational services and provides a means for extended utilization of faculty skill and insight.
- **5.2b** Establish funding to support the development and marketing of “University within a University” programs.
- **5.2c** Establish an agile private component of Texas A&M to respond to specialized education needs.
- **5.2d** Continue a tradition of being a respected leader in educational innovation.
- **5.2e** Earn and maintain recognition at local, state, national and global levels for excellence in innovative “University within a University” programs.

Imperative 6: Diversify and Globalize the Texas A&M Community

The time has passed when separation of the Texas A&M campus from neighboring communities served a compelling utilitarian function. Information, communication, and technology have produced a highly-connected workforce and society, both globally and locally. An organization's ability to survive and succeed is increasingly linked to the development of a more pluralistic, diverse and globally aware populace. It is essential that the faculty, students, staff and larger campus community embrace a cosmopolitan environment. The University's core values, while giving us guidance and distinctiveness to serve the greater good, also give us a foundation upon which to interact with all people. Texas A&M must accelerate its efforts to attract, nurture and sustain a more racially, ethnically, socially, culturally and geographically diverse faculty, staff and student body.

6.1 Precept: Lead in Diversity

Texas A&M, as the first public institution of higher education in Texas, has a responsibility to be a leader in diversity. Diversity is much more than demographics. Texas A&M defines diversity as "the inclusion, welcome and support of individuals from all groups, encompassing the various characteristics of persons in our community. The characteristics can include, but are not limited to: age, background, citizenship, disability, education, ethnicity, family status, gender, gender identity/expression, geographical location, language, military experience, political views, race, religion, sexual orientation, socioeconomic status and work experience."

Diversity is essential for achieving better educational and professional outcomes and a healthy working and learning environment for students, faculty and staff. It is realized when everyone, regardless of individual identity, is welcomed, respected and encouraged to succeed. Success involves accountability at all levels of the institution and multilayered efforts to achieve excellence in learning, teaching and research, student development, workforce development, faculty development and local and global community engagement. Nurturing a diverse faculty, staff and student body is critical to the continued well-being of Texas and the nation.

Our vision of diversity as a wellspring of academic energy and excellence goes beyond race, ethnicity and gender, to matters of perspective and action. Our University community must welcome and interact respectfully with people of all backgrounds and engage in an exchange of ideas that includes different perspectives and paradigms. Losing outstanding students to out-of-state educational institutions greatly increases the likelihood of losing them as future leaders of the state.

To foster an inclusive and supportive environment, the University community embraces two fundamental concepts. First, the intellectual vitality that emanates from a culturally and globally engaged perspective leads to enhanced communication, discovery and new knowledge and insights across a variety of academic and professional fields. These insights allow broader and deeper appreciation of cultural differences and an opportunity to grow and develop in a diverse campus environment. Second, acknowledgement that we exist in a knowledge-intensive and market driven economy, influenced by external forces that increasingly require educated,

culturally competent graduates, capable of functioning and competing in a global workforce and society. Texas A&M is committed to educating such leaders.

Pathways to Precept:

- **6.1a** Work with citizens in the Brazos Valley to cultivate and maintain a mutually welcoming and respectful environment for all members of our shared community.
- **6.1b** Provide regular diversity education that enables students, faculty and staff to better understand historical patterns of disrespect and discrimination and gain new understandings and competencies that will enable them to collaborate in creating and maintaining a welcoming and supportive campus and community climate for people of all backgrounds, particularly those once excluded or marginalized. Reduce to zero the number of students, faculty, or staff who leave the University because of a perception of a less-than-welcoming environment.
- **6.1c** Increase the diversity represented in the faculty, students and staff. Target diverse communities across the state, country and world for recruitment to Texas A&M. Hold units accountable for supporting diversity and provide units with incentives for improving in recruitment and retention.
- **6.1d** Implement recruitment activities that are systemic and all encompassing, targeting P-14 programs in Texas, the nation and abroad that aim to retain students throughout their undergraduate program and encourage continued education in graduate and professional schools. Implement retention activities that include programs that prepare students for the transition from high school to college and create opportunities for students to develop academic and social connections that facilitate academic success and full engagement in campus life. Achieve student diversity that reflects the state's college-bound population through strategic recruitment and retention activities.
- **6.1e** Recruit diverse students and provide high-impact, supportive educational opportunities and competitive financial packages that will make Texas A&M the top choice for college-bound high school students in the state.

6.2 Precept: Help All Students Achieve Global Appreciation and Have a Global Experience

Institutions of higher education are faced with rapid changes as a result of diversity and globalization. International travel and technological advancements are increasing access to the world like never before, creating an integrated global society in which economic, social and political factors are inextricably connected. The best universities in America are global universities. They serve the citizens of their respective states, but they also serve a world population. Such a perspective is central to the role of a comprehensive research institution.

Our students must be prepared to succeed in this highly sophisticated environment. Similarly, our faculty and staff must be prepared to capitalize on these opportunities and use appropriate learning, research and engagement mechanisms to meet the challenges of the world. The University must consider the world as a rich resource.

We must bring the world to our faculty, staff and students and take our faculty, staff and students to the world. A global appreciation and experience sharpens our identity and helps define and fulfill our land-grant mission. Our reach into the larger world and the reach of the larger world

into Texas A&M will positively affect the quality of the University. Achieving a global attitude, appreciation and experience must be part of a high-impact educational experience for our students.

International programs for faculty, staff and students that support educational or professional development, research, cooperative agreements, internships, extension, outreach and exchanges will enhance our ability to provide a world-class university experience.

Pathways to Precept:

- **6.2a** Develop a campus culture and attitude that integrate international education into the University's academic programs and campus life. Provide international educational experiences and ensure universal access and participation for all students. Monitor the impact of international educational experiences.
- **6.2b** Build an international database of Aggie supporters, through input from former students, faculty, staff and students, who would assist in recruiting top international students and fostering international exchanges.
- **6.2c** Increase the number and quality of international research and exchange programs that give faculty and students opportunities to participate in leading-edge scholarship, develop new perspectives and build valuable collaborations.
- **6.2d** Ensure that our students are prepared to reflect and respond positively on the human condition and compete successfully in a global environment. Provide incentives to ensure that a global perspective is infused across curricula and extracurricular activities.

6.3 Precept: Encourage an Institutional Global Network

Texas A&M must capitalize on the richness of its many constituent groups to build integrated and interlocking global networks to create new engagement opportunities for students, faculty and staff. These global networks would move beyond traditional agreements, consortia or programs to include opportunities that are deeper, expansive, and enduring.

Pathways to Precept:

- **6.3a** Create an environment that fosters meaningful relationships with international students, scholars and institutions. Actively engage the campus and local communities to make Texas A&M and the community it calls home a place that embraces international scholars, students and visitors.
- **6.3b** Establish, maintain and support long-lasting and mutually beneficial agreements with strategically important institutions worldwide that advance Texas A&M's research and educational outcomes.
- **6.3c** Provide faculty and students with opportunities and support for international experiences. Create endowments for a wide array of international opportunities (e.g., chairs, professorships and investments to support study abroad programs, exchanges, international internships and the development of global, cross-disciplinary boundaries).

Imperative 7: Increase Access to Intellectual Resources

The intellectual assets represented by the Texas A&M University Libraries must continue to grow and develop to fulfill the mandate of Vision 2020. There has been more change in the storage, access, and distribution of knowledge resources in the last two decades than in the 550 years since the invention of movable type. In the last 10 to 15 years, the Texas A&M University Libraries have achieved parity with many of its academic peers. However, to maintain its progress and forge new ground in pursuit of Vision 2020 goals, continued significant investment of resources in the libraries is critical.

The role of information technology becomes more important to faculty, students, staff and administrators as both knowledge and information continue to multiply. The best universities will always be at the forefront of advances in information technology. Premier institutions will lead the ways in which information is transferred and used. Texas A&M will be a leader in the application and development of information technology that improves on-site and off-site instructional approaches, provides access to intellectual resources, increases the delivery of services to students and faculty and facilitates excellence in all facets of institutional life.

7.1 Precept: Provide Knowledge Resources

The library and its allied information technologies are key components in Texas A&M's ability to reach its Vision 2020 goals. Though much progress has been made in recent years to improve library collections and services, the University is still better than its library. We must continue to view this as an aberration. The very best universities and their libraries are of equal excellence. Our goal is to make our library as great as our University. This will require continued investment. The processes by which scholars communicate as well as the methods by which research activity is reviewed, archived and disseminated are changing rapidly. Texas A&M should be among the leaders in redefining these processes.

Pathways to Precept:

- **7.1a** Ensure that Texas A&M's research library is outstanding in its support of learning and scholarship. Ensure that the library is ranked within the top 10 U.S. public university libraries on the Library Investment Index of the Association of Research Libraries.
- **7.1b** Lead in the development and evaluation of new modes of scholarly communication. Provide resources for scholarly communication equivalent to those at the best institutions.
- **7.1c** Provide significant, sustained investment over time for library development. Ensure that library expenditures per student are equivalent to those at the best institutions.
- **7.1d** Continue working to integrate all libraries in the A&M System into a seamless unit. Provide all students at A&M System schools access to all intellectual resources within the A&M System.
- **7.1e** Systematically develop holdings in targeted areas of Special Collections. Provide a rich research base of primary materials through distinctive and internationally recognized special collections and archives.

- **7.1f** Provide spaces that foster collaborative and flexible learning. Invest in regular facilities reviews and renovations that result in an internationally recognized and highly valued physical environment.

7.2 Precept: Lead in Information Technology

Information technologies are increasingly important to all parts of the University. The aspirations of Vision 2020 cannot be realized without a high-quality information technology infrastructure. Not too many years ago, computing and computer networking were of importance primarily to the sciences, engineering and business operations, but today, all segments of the University demand a robust computing infrastructure that enables “anywhere, anytime” access to information.

Pathways to Precept:

- **7.2a** Enhance student learning by building innovative instructional technology. Develop solutions for unmet teaching needs and use existing solutions in new combinations or ways.
- **7.2b** Implement information technology in all classrooms, laboratories, residence halls and faculty/staff offices. Apply information technology tools and systems proven in the best universities to our strategic imperatives.
- **7.2c** Create a service infrastructure that facilitates collaboration and promotes efficient use of resources. Deliver high-quality, cost-effective shared information technology resources and services to Texas A&M and the A&M System.
- **7.2d** Strengthen a technology infrastructure that advances research and scholarship. Build a continuously improving, centralized high-performance computing facility supported by a network designed for intensive data transfer and storage.
- **7.2e** Build new information technology solutions in partnership with faculty and staff to enhance and find new forms of outreach to the people of Texas, the United States and the world.

Imperative 8: Enrich our Campus

The quality of the built environment plays a central role in *Creating a Culture of Excellence* and directly influences the ability of faculty, staff and students in achieving success. The residential experience of our students is critical to their development and their institutional loyalty. Texas A&M's facilities and sustainable practices must reflect the excellence of its programs and the people that engage in teaching, research, and service.

8.1 Precept: Maintain and Enhance the Campus Environment

Our facilities and the support they provide for faculty, staff, students and former students to do their best work are essential to our continued evolution as a university. The campus physical environment is important in promoting a spirit of interaction, exploration and reflection. Landmarks, architecture and art enable our campus to spark inquiry, reverence and education that reflect the richness of our community, state and nation.

Facilities equipped with modern classrooms, laboratories, libraries, lecture halls and conference space are important venues on our campus that enhance intellectual stimulation, engagement and learning. The quality and character of our physical environment prepares students for a highly competitive, diverse and rapidly changing world and workforce.

Guests should feel welcomed and have a sense of purpose and direction from signage, landmarks and the Appelt Aggieland Visitor Center. Movement through campus should be convenient and accessible to multiple users.

Pathways to Precept:

- **8.1a** Improve campus entry signage to reflect Texas A&M's personality and character. Incorporate appropriate landscaping and lighting at prominent campus locations.
- **8.1b** Implement campus way-finding programs that help create a welcoming and informative system that is helpful to visitors as well as to those who come to campus every day.
- **8.1c** Create a culture that values the aesthetics and functionality of its physical settings and that supports interaction and growth through a thoughtfully planned and executed campus infrastructure plan. Enhance pedestrian, bike and vehicular pathways for the safe movement of people. Maintain the pedestrian-friendly character of the campus as it grows by planning new paths, walks and parking throughout campus.
- **8.1d** Continue to connect East, West and Riverside campuses by expanding bus transit corridors for timely and convenient circulation through campus.
- **8.1e** Plan buildings and physical facilities that are recognized for excellence. Implement planned modifications and adaptations to existing buildings with useful life, especially heritage buildings. Build structures and execute campus plans that are recognized by users and national professional architectural and planning organizations for their aesthetics, sustainability and functional value.
- **8.1f** Expand outdoor public spaces through the addition and preservation of campus art, parks and plazas.

8.2 Precept: Value the Residential Experience

Living on campus can assist student success at all levels by facilitating holistic development and social integration. To provide such an opportunity, renovation and/or replacement of on-campus housing will be required, as will alternative living environments, such as apartment-style housing. Residential space should be inclusive, accessible and welcoming to all students.

Priorities should be student wellness and high-impact educational opportunities through co-curricular engagement in the residence halls. On-campus living should augment a student's quality of life and success through well-designed communal spaces, recreational spaces, dining options and residential communities. Providing infrastructure for residential living on West Campus and planned deferred maintenance and renovation and/or replacement of existing and residence halls and dining facilities will contribute to a unique and memorable on-campus residential experience. The total number of residents living on campus will not substantially increase.

Pathways to Precept:

- **8.2a** Increase opportunities for all students to develop academic and social connections that facilitate academic success and involvement in the life of the institution.
- **8.2b** Increase living and learning opportunities in residential spaces by designing replacement halls with communal and academic support space for co-curricular activities.
- **8.2c** Improve the quality of campus residential experiences through planned deferred maintenance, technological upgrades, ADA compliance and diverse living options.
- **8.2d** Provide adequate infrastructure for residential living and dining experiences as the campus expands to the west.
- **8.2e** Improve the connectivity of University Apartments to the main campus through landscape and architectural design, way-finding and transportation services.

8.3 Precept: Create a Culture of Sustainability

Sustainable environments and resources must be part of our legacy for future generations. Texas A&M has long understood the importance of preserving our resources. We strive to be leaders in stewardship of those resources, whether they are economic, environmental, built, or social. It is part of who we are to be forward thinking. A physical environment that is conducive to success, that preserves our natural environment and that respects our human resources and financial responsibilities is essential to establishing a culture that reflects our Aggie core values.

Pathways to Precept:

- **8.3a** Respect and preserve the Texas A&M campus community by promoting sustainability practices both on and off campus and in academic and non-academic settings, while being conscious of environmental, economic and social factors.
- **8.3b** Increase awareness about the importance of sustainability and sustainable decisions in day-to-day operations. Provide resources and support for people who wish to incorporate sustainable practices into their work and life and advocate for sustainable programs and initiatives.
- **8.3c** Implement the goals associated with the Campus Sustainability Master Plan.
- **8.3d** Develop signage and other communication media that educate and provide awareness of campus sustainability commitments and initiatives.

Imperative 9: Build Community Connections

Developing community connections and partnerships is essential for universities, especially those with a land-grant mandate. Outreach and meaningful connection to communities are at the center of the teaching, research, and service philosophy upon which Texas A&M was founded. Building on the historical strengths of the extension model, Texas A&M will enhance its efforts to engage the urban regions of the state and to assist Texas communities in addressing local economic, social, environmental and educational needs. To ensure that the work of our University is relevant to current and future generations of Texans, we must seek mutually beneficial engagement and partnerships to advance the human condition throughout the state.

9.1 Precept: Create and Enhance Connections with Urban and Emerging Population Centers

Physical distance may be a limiting factor to Texas A&M's direct association with a major metropolitan area. However, state and University demographic trends and the growth of Texas metro areas—as well as the number and diversity of issues these areas face—demand that we develop and nurture connections to urban communities and growing population centers.

Our ability to effectively partner and demonstrate value to communities across Texas affects such disparate concerns as our desire to enhance faculty scholarship, recruit a diverse student, staff and faculty population, expand industry, K-14 and non-profit partnerships, create broader cultural awareness, grow private-sector investments and build a broad base of public support.

Pathways to Precept:

- **9.1a** Engage networks of leaders and stakeholders to assess impact opportunities. Conduct and facilitate responses to community needs in conjunction with stakeholders and appropriate partners both on campus and in the community.
- **9.1b** Build cultural and educational linkages that are mutually beneficial to Texas A&M and these communities. Develop partnerships with leading organizations that mirror Texas A&M's academic strengths and provide unique opportunities in education, social justice, public service and the arts.
- **9.1c** Communicate Texas A&M's expertise and opportunities for partnerships. Coordinate stronger information sharing with natural advocates in these communities, including former students, constituent groups and Prospective Student Center personnel.
- **9.1d** Provide a central access point for community partnership engagement. Create and widely promote Texas A&M offices through which community, industry and former student stakeholders can access the University's outreach and community-based scholarship resources.

9.2 Precept: Reinforce Connections with Rural and Small Communities

The land-grant tradition embraces a philosophy of bringing education to the people of rural America. Although today, the majority of Texans live in metropolitan areas, we must not forget our relationships with rural and smaller communities. Texas A&M can continue to build on the legacy of interactions with these communities as they adapt to new challenges and realities.

By widening exposure from traditional linkages to the full complement of university expertise, additional partnerships can be formed. Collaborating with the network of A&M System agencies and universities can provide additional educational partners to underscore shared values and provide connections across the state.

Pathway to Precept:

- **9.2a** Promote existing relationships and opportunities to assist rural communities. Work with A&M System agencies and universities to create additional outreach and partnership opportunities.

9.3 Precept: Nurture Connections with the Local Community

Our relationship with Brazos Valley communities, especially Bryan-College Station, is critical to enhancing the University and the towns where we live, learn and work. The enrichment provided through our engagement and commitment to the local communities attracts diverse populations and interests to Texas A&M.

We will partner with our local communities in solving problems, fostering economic development, nurturing a global perspective, empowering life-long learning and enriching citizens' quality of life. It is essential that our efforts encourage action among our leadership and at all levels in the community to create continued impact.

Pathways to Precept:

- **9.3a** Identify common interests between and among the community, the University and nearby metropolitan areas through ongoing relationships among their leaders. Expedite and effect positive growth and development transportation, cultural and economic linkages between Houston and other metropolitan areas and the Bryan-College Station area.
- **9.3b** Collaborate with Brazos Valley communities in attracting new business and expanding existing businesses. Support and encourage growth of employment opportunities for an educated workforce.
- **9.3c** Assist Brazos Valley K-12 public and private schools in enhancing educational opportunities and student global awareness. Increase coordinated outreach for both education professionals and students to provide additional inquiry based educational experiences.

- **9.3d** Strengthen partnerships with community colleges, particularly Blinn College. Build strong coalitions to support community educational needs.
- **9.3e** Provide the community with educational, cultural and entertainment opportunities. Increase community promotion and access to the University's continuing education, outreach and social opportunities.

Imperative 10: Demand Enlightened Governance and Leadership

Great universities have a clearly articulated vision, a stimulating intellectual environment populated by great faculty, staff, students, and resources adequate to support quality offerings. One other characteristic often contributes to greatness: enlightened leadership.

Clear, cooperative relationships between the University, The Texas A&M University System (A&M System) and the Board of Regents, which oversees the administration and sets policy direction for the A&M System's nine universities, seven state agencies and health science center, must be the norm. To achieve our aspirations, strong, enlightened, stable and forward-thinking leadership focused on academic quality is essential. We have made progress, but we must remain zealous. Regents must continue to take the policy high ground.

The A&M System administration must acknowledge and nurture the University's role as a comprehensive research university with national peers. The University administration must be steadfast in its demand for quality in every decision.

There must be continued recognition of the importance of shared university governance as a reflection of the mutual commitment and mutual respect among the members of the university community that is characteristic of all great universities. Governance by individuals in administrative posts and in the Faculty Senate should be thoughtful, forward-looking and oriented towards producing long-range, high-quality results.

The University administration must make decisions through a process characterized by openness and appropriate faculty and staff participation. Our responsibility to the A&M System as its flagship must be evidenced in all decision-making. Academic progress is fragile. Enlightened, shared governance and leadership are elemental to its achievement.

10.1 Precept: Enhance Administrative Leadership and Management

Informed decision-making is the foundation of leadership. For Texas A&M to realize its aspirations, it must have excellent leadership. Our Board of Regents must be as good as that at any public university in the United States. Our chancellor and president must meet the same standard. In every corner of the organization, the deans, department heads, faculty and staff must be identified for their leadership capability, which must be measured by national standards. Leaders at all levels must understand and be able to negotiate the complexities of university governance, able to form and fulfill plans, committed to teamwork and focused on academic quality. These characteristics must be apparent in all who hold administrative appointments. Anything less will guarantee mediocrity.

Pathways to Precept:

- **10.1a** Structure the University so that decisions are made by the appropriate and most knowledgeable party, regardless of position in the administrative hierarchy.
- **10.1b.**Support a selection process for regents that is considered the most thoughtful in the nation.

- **10.1c** Ensure that the process for selecting all administrative leadership positions is noted for integrity, intensity and rigor. Target all recruiting to academic and service excellence.
- **10.1d** Implement processes that encourage and reward effective participation by faculty, staff, students and other constituencies in campus governance. Replace the current "department head" model of governance with a "department chair" model, in which major decisions are made by committees of senior faculty under the leadership of a chair, elected from among full professors for a specified term length on a rotating basis, who serves primarily at the pleasure of faculty.
- **10.1e** Continuously assess all processes that support teaching, research and service for efficiency, simplicity and amount of value added. Ensure a low ratio of administrative costs to general educational costs when compared to peer institutions, while maintaining academic excellence.

10.2 Precept: Encourage the Entrepreneurial Spirit of Students, Faculty and Staff and Promote Informed Innovation

People identify with the entrepreneurial spirit of Texas A&M students and graduates. Many Aggies seek to make their own way, to start their own businesses. This spirit—which pushes the edge of thought and action and sees possibilities and opportunities where others may not—needs to be present in the faculty, staff and students of Texas A&M in 2020.

Faculty, staff and students should be encouraged to be entrepreneurial in every aspect of University life and to be bold in seeking opportunities that benefit the life of the University, its citizens and ultimately the citizens of the state and beyond. This entrepreneurial spirit and the positive risk-taking that it implies will mark Texas A&M as distinct from our peers.

Pathways to Precept:

- **10.2a** Establish an incentive and reward system that acknowledges and encourages innovation. Create and implement a comprehensive pay, benefits and recognition plan that encourages innovation by all faculty and staff at Texas A&M.
- **10.2b** Encourage entrepreneurial action that leads to improvements in all aspects of the University's educational mission (teaching, research and service) through an incentive and reward structure that recognizes entrepreneurial activity among faculty, staff and students. Establish a competitive, internal grant system to support entrepreneurial ideas and activities of faculty, staff and students to enhance all aspects of the University's missions of teaching, research and service.

10.3 Precept: Enhance Academic Leadership Development

Texas A&M has a history of developing leaders. Texas A&M must focus on producing more scholar-leaders for its own benefit and to benefit the knowledge industry of the United States and world. To achieve our goal, we must have a commitment to providing leadership for higher education at the state, national and world levels. Texas A&M's name and reputation are spread in the academic world by its graduates seeking advanced degrees and by faculty who leave for administrative posts. Leadership development must be a focal point for faculty.

Pathway to Precept:

- **10.3** Significantly increase the number of Texas A&M graduates or faculty who are acknowledged as academic leaders in the state and nation, as evidenced by appointments as presidents, chancellors, provosts, deans and department heads at comprehensive research universities.

10.4 Precept: Value Staff Support of Academic Excellence

The thousands of staff at Texas A&M are essential to the University's ability to create educational opportunity and excellence and to achieving its multiple missions. Classified and non-classified staff, custodial workers, landscaping and grounds maintenance workers, campus police officers and many others play an integral role in making Texas A&M a great place to study and work.

Appropriate compensation for work performed is central to staff satisfaction, but it is not the only consideration. Professional respect, the opportunity to be heard, the possibility of growth and advancement, involvement in the life of the university, recognition of the importance of staff roles and appropriate work environments all add to the quality of the work environment for staff and all contribute to achieving Texas A&M's central missions.

Pathways to Precept:

- **10.4a** Foster a work environment for staff that promotes quality, encourages resourcefulness, recognizes achievement and provides for growth in responsibility so that excellence can be achieved at every level of the University.
- **10.4b** Offer compensation, comprehensive benefits packages, professional development packages and a strong organizational culture to attract and retain outstanding staff. Provide staff development opportunities consistent with those of our peer institutions.

Imperative 11: Attain Resource Parity with the Best Public Universities

The combination of rapid population growth, demand for government services and difficult economic times has placed a strain on the Texas treasury in recent years. A good and widely dispersed university System has provided access to the state's growing college-aged population. Access alone is no longer enough. Texas must have a few universities that offer opportunities equal to those at the best public universities, while taking complementary steps to maintain access. Competitive peer states have long recognized the economic necessity of comprehensive research universities in meeting the knowledge demands of an information society. States with the best universities are currently investing more funding per student than Texas is investing in Texas A&M.

Texas A&M and the University of Texas at Austin are ideally positioned to achieve recognition as top national institutions because of the state's historical, constitutional commitment to finance them. These institutions should be supported in a way consistent with our national competition. They must be provided the flexibility and exercise the wisdom and courage to price their offerings more in line with their value, while taking complementary steps to maintain access. Finally, they must use their historical strength to generate more private capital. Texas A&M must attain resource parity with the best public institutions to better serve Texas.

11.1 Precept: Enhance Public Support for Excellence

To compete effectively with other states, it is necessary that the University have broad support of its flagship role and that its economic and social impact are understood as vital to the future of the state. It is also essential that Texas A&M be among the best public universities in the nation. This is because top-tier universities, through their faculty, research and their education of the best and brightest students, play a pivotal role in generating the "knowledge capital" that will become increasingly important to continued economic success. Enhanced public understanding and state support are crucial to fulfilling this role of higher education, as recognized in numerous broad-based initiatives, including Closing the Gaps by 2015, implemented by the Texas Higher Education Coordinating Board beginning in 2000.

Pathways to Precept:

- **11.1a** Achieve our targets for Closing the Gaps by 2015. Increase the public's perception of the importance of higher education to the economic and social well-being of the state. Ensure that the majority of registered voters value the contributions of higher education.
- **11.1b** Communicate with our state leaders and garner the support necessary for excellence. Document the role of Texas A&M's contributions to the state's economic growth.

11.2 Precept: Increase the Flow of State Resources

The flow of resources into a university allows for the accomplishment of its goals and objectives. The challenge for Texas A&M in the coming decade will be to exploit to the fullest the potential of all resource streams. This means increasing efforts to secure additional resources from the state; crafting a better fit between the value and costs associated with Texas A&M; increasing the amount of private giving; and generating mutually beneficial relationships with industry and other partners.

This also means creating or reviving resource-producing services, such as distance education, corporate education and traditional continuing education for the value they can add to our revenue streams. It means implementing innovative finance strategies, business strategies and economic development solutions, such as public-private partnerships for the delivery of long-term infrastructure assets and related services.

True excellence will require that streams flow into “rivers” and that focus on resource production and allocation be of paramount importance. Finally, while Texas A&M needs to create more resources to increase the margin of excellence that will help us continue to improve, we must also carefully, regularly and critically review how we utilize our current resources. Intelligent resource allocation requires a constant review of the efficacy and contribution to the goals of the University by our people and programs.

Pathways to Precept:

- **11.2a** Increase state resources to the University to provide a foundation on which excellence can be enhanced. Achieve resource allocation, on a per-student basis, equal to the average for the best public flagship institutions.
- **11.2b** Seek to ensure that tuition and fees remain relatively affordable for Texas A&M students, especially in comparison to the best national public flagship universities. Maintain access by appropriate strengthening of financial aid.
- **11.2c** Encourage the legislature to support matching endowment programs that stimulate private giving.

11.3 Precept: Forge Strategic Alliances

The nature of higher education is changing. Public institutions will be more influenced by private sector forces. Private institutions will be more sensitive to public sector forces. These different, but related, phenomena are producing partnerships and alliances between public and private enterprises and universities.

Our history is strong in building the trust required to sustain such relationships. The University should continue to enhance beneficial partnerships and joint ventures through resource flows, joint research projects, opportunities for service, internships and other interactions. It is increasingly clear that the differences between public and private research institutions will diminish over time. We should be national leaders and shepherd this sequence of events.

Pathways to Precept:

- **11.3a** Create a culture that ensures that all avenues of collaboration are investigated and seek to mitigate barriers to collaboration. Increase strategic alliances with corporate, public and non-profit partners.
- **11.3b** Develop and implement alliances with other major universities inside and outside the state to facilitate outstanding research and teaching. Increase the number of articulation agreements with institutions in and out of state.

11.4 Precept: Increase Private Giving to Sustain Excellence

Extramural funds provide increased educational opportunity for faculty and students. Capital campaigning should be sustained as the University moves ahead. Extramural funds and the competitive advantages these create are critical in hiring and retaining the best faculty, recruiting the best students and rewarding quality in people and programs. Texas A&M has long-valued the loyal support of its former students. The cultivation and development of private resources for the institution must continue to be a high priority.

Pathways to Precept:

- **11.4a** Substantially increase the private endowment supporting Texas A&M. Mount capital campaigns that significantly increase our private endowment.
- **11.4b** Increase financial support by former students.

Imperative 12: Meet Our Commitment to Texas

Texas A&M is a public, land-grant institution that prepares educated problem-solvers to lead the state. Texas A&M's aspiration to be among the best public universities in the country resonates with this historical mandate. The diverse population of Texas should have access to the best public education in America without having to leave the state. To further fulfill our mission, Texas A&M should engage in partnership with communities, industry, non-profit organizations and government entities to help solve the most difficult societal problems while honoring its heritage of enhancing economic and social well-being. Increased focus on excellence while maintaining relevance and access will allow Texas A&M to meet its commitment to Texas.

12.1 Precept: Fulfill Our Flagship Mission

Texas A&M, by virtue of its history and drive for excellence, embraces its role as a flagship institution in the State of Texas. Flagships, by their nature, require more resources than other institutions, but they also return more to the state and its citizens. Texans understand and embrace Texas A&M's special roles, responsibilities and benefits, particularly in light of our land-grant heritage.

One aspect of this responsibility is to model the most effective teaching, research and service for our A&M System university and agency partners and other universities in the state. Fostering increased interdependence of Texas A&M with our partners in the agencies and other institutions in the A&M System will help to maximize our beneficial impact on Texas.

Pathways to Precept:

- **12.1a** Allocate resources responsibly and in concert with prioritized goals for continuous improvement. Maintain and improve a high return on investment ratio for students and the State of Texas.
- **12.1b** Graduate more students annually and reduce time to degree.
- **12.1c** Build public support for Texas A&M's roles and responsibilities as a flagship. Improve the public's understanding of Texas A&M's differentiated value and relevance to the state, nation and world through a comprehensive public communications strategy.
- **12.1d** Ensure coordination and collaboration with A&M System leadership, schools and agencies. Implement best practices of shared services initiatives and partnership opportunities.

12.2 Precept: Create a Contemporary View of Our Service Heritage

The Morrill Act established the land-grant university to bring accessible, innovative education and research to the people. It also recognized the need to bring learning to the many, rather than the few. This strong notion of service and access to education still thrives at Texas A&M. The challenge as we move through the knowledge age is to capture and enact a contemporary notion of the land-grant philosophy.

In our modern era, Texas A&M should be a leader in solving relevant societal problems. By providing outstanding education, groundbreaking research and mutually beneficial engagement with Texans, Texas A&M will lead its peers in extending and amplifying what it means to be a land-grant university in the 21st century.

Pathways to Precept:

- **12.2a** Expand the current paradigm of service to one of proactive, mutually beneficial scholarly engagement. Create partnerships that seek solutions to relevant societal problems through the creation, dissemination or translation of scholarly knowledge.
- **12.2b** Provide a central access point for community partnership engagement. Create and widely promote a Texas A&M office through which community, industry and former student stakeholders can access the University's outreach and community-based scholarship resources.
- **12.2c** Encourage public policy decisions that are informed by research-based scholarship. Serve as a resource for elected officials seeking timely, comprehensive, data-driven analysis of issues facing Texas.
- **12.2d** Utilize the Office of Technology Commercialization to market Texas A&M's intellectual capabilities to the private sector, nurture spin-off and incubator companies and provide marketplace expertise to faculty. Increase the number of intellectual property commercialization partnerships through licensing and spin-off creation.