



THE TEXAS A&M UNIVERSITY SYSTEM

*Strategic Plan*

Fiscal Years 2009-2013



# TABLE OF CONTENTS

About the A&M System.....	4
A&M System Presence in Texas .....	5
Mission and Vision.....	6
Summary of Imperatives and Goals.....	7
Imperative I: Openness and Accountability .....	8
Imperative II: Excellence through Academics and Extension.....	14
Imperative III: Research for Tomorrow .....	20
Imperative IV: Resources Optimized and Leveraged.....	28
Leadership .....	32



## FROM THE CHAIRMAN OF THE BOARD OF REGENTS

The Texas A&M University System Strategic Plan for fiscal years 2009-2013 provides three essential elements for any evolving institution: vision for growth, guideposts for direction and benchmarks for measurement. As the Texas A&M System moves into new and challenging times, it is especially important that both our mission and our means are clear. In delivering that clarity, this plan has the full support of the Board of Regents. We also endorse the underlying framework of flexibility. While committing us to far-ranging achievement, the plan empowers individuals and institutions to adapt to change and add fresh dreams. We are a living, breathing system; this is a living, breathing document. I join the other members of the Board in anticipating, and monitoring, the fulfillment of its promise.

Bill Jones  
Chairman  
The Texas A&M University System  
Board of Regents



## FROM THE CHANCELLOR

The best way to ensure the successful completion of a project is to involve as many people as possible in the development of the goals and the implementation of the plan. The enclosed Texas A&M System Strategic Plan is the result of such a process. Thanks to everyone for their ideas and suggestions.

We commit to you that we will update the plan as needed and will share information about progress or lack of progress.

Michael D. McKinney  
Chancellor



## ABOUT THE A&M SYSTEM

**The A&M System educates more than 109,000 students and makes more than 15 million additional educational contacts through service and outreach programs each year.**

The Texas A&M University System was officially recognized in 1948 and has evolved into one of the largest systems of higher education in the nation, with a statewide network of nine universities, seven state agencies, a comprehensive health science center, and a system administration office.

The system also operates centers in Killeen and San Antonio, which will become Texas A&M University-Central Texas and Texas A&M University-San Antonio, respectively.

Each of the A&M System members has its own unique mission, history and goals. Together, they provide research, educational programs and community enhancement services that improve the lives of people in Texas and around the world.

The A&M System educates more than 109,000 students and makes more than 15 million additional educational contacts through service and outreach programs each year. With nearly 27,000 full-time faculty and staff, the A&M System has a physical presence in 248 of the state's 254 counties and a programmatic presence in every county. The A&M System has real property holdings totaling 54,960 surface acres and 54,089 mineral acres.

The Office of Technology Commercialization has created bold new commercial alliances with industry and the public sector that are redefining university and public interaction. Externally funded research brought in more than \$676

million to the system in 2008 to help drive the state's economy.

The A&M System, with a total operating budget of \$3.04 billion, is governed by a nine-member Board of Regents. A non-voting student member was added in 2006. The regents appoint the chancellor, the chief executive officer who oversees the direction and operation of the system. The system's role is governed by the state's education code, Title 3, chiefly Ch. 51, Sec. 51.353 and Ch. 85, Sec. 85.17.

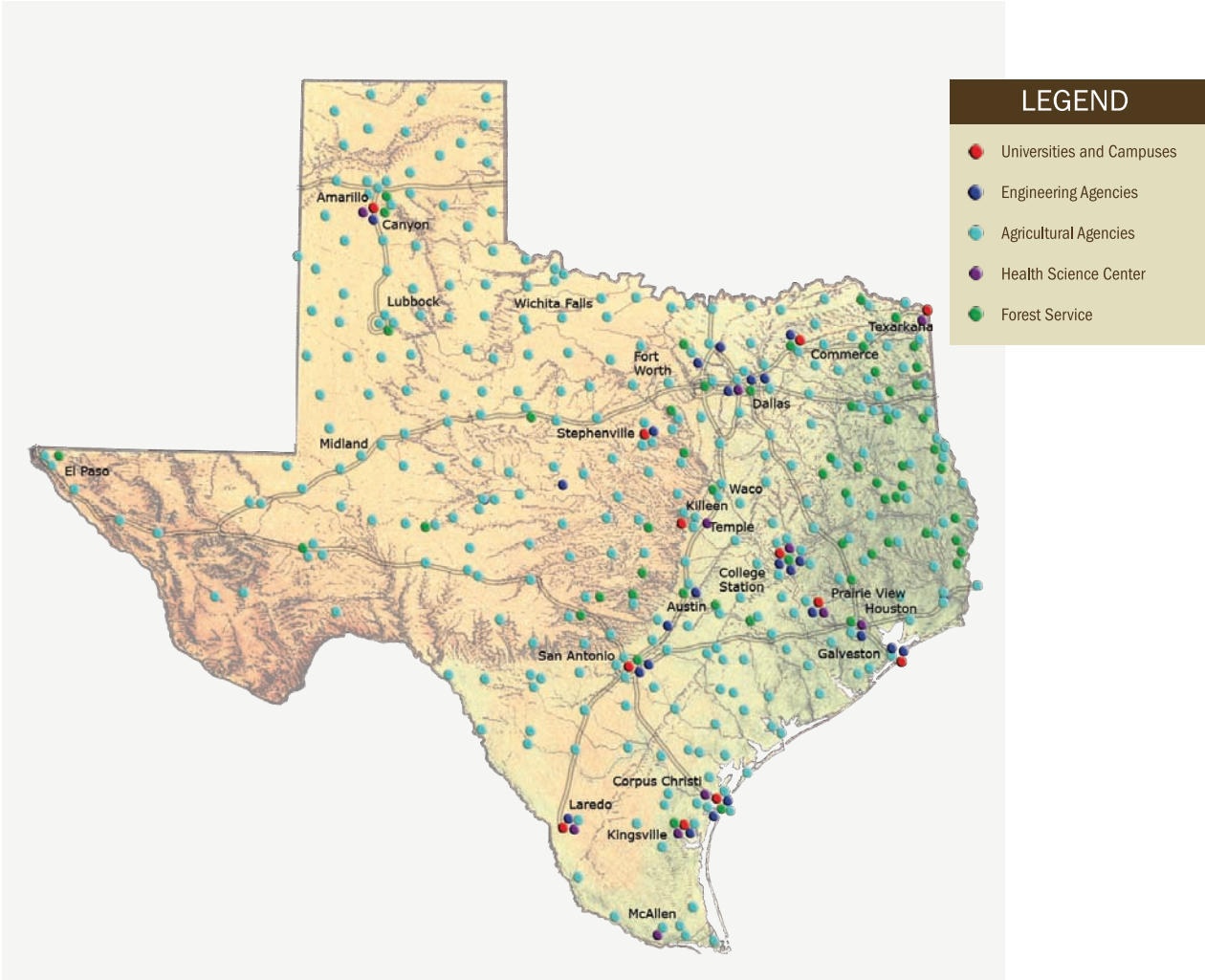
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Texas A&M University

# A&M SYSTEM PRESENCE IN TEXAS



## MISSION STATEMENT

The mission of The Texas A&M University System is to provide education, conduct research, commercialize technology, offer training, and deliver services for the people of Texas and beyond through its universities, state agencies and health science center.

## VISION STATEMENT

The Texas A&M University System will reflect the diversity of the state and will be recognized as the top land-grant system in the nation.



Texas A&M University-Commerce

# IMPERATIVE & GOAL SUMMARY

## **I. Openness and Accountability**

- 1.1 Transparency is the Standard
- 1.2 Coordinated Marketing and Communications Initiatives
- 1.3 Safety is a Mindset
- 1.4 Compliance and Alignment of Policies, Regulations, Rules, and Procedures
- 1.5 Implementation of Strategic Planning Framework

## **II. Excellence through Academics and Extension**

- 2.1 Students, Faculty and Staff Reflect the Diversity of the State
- 2.2 Expansion Geographically and Programmatically
- 2.3 Coordinated Distance Learning
- 2.4 Partnerships with Independent School Districts and Community Colleges
- 2.5 Outreach to Students, Communities, State, and Beyond
- 2.6 Staff and Faculty Excellence

## **III. Research for Tomorrow**

- 3.1 Solving Critical State, National and Global Issues
- 3.2 Research Collaborations
- 3.3 Shared Research Facilities and Leveraged Expertise
- 3.4 System-Enabled Grant Collaboration and Administration
- 3.5 Technology Commercialization

## **IV. Resources Optimized and Leveraged**

- 4.1 Affordability
- 4.2 Shared Services, Centers and Collaboration
- 4.3 Leverage Information Technology for Maximum Value
- 4.4 Develop Infrastructure and Facilities



# OPENNESS AND ACCOUNTABILITY

**O**penness and accountability are a vital part of everything we do in fulfilling our mission for the state of Texas and beyond. Transparency in how we perform is not something for which we strive, it is the standard by which we operate.

We speak with many voices but a common unified message. The synergy of The Texas A&M University System's nine universities, seven state agencies and comprehensive health science center is not replicated anywhere else in the nation. We take a straightforward and practical approach to all that we do. That approach has earned us a reputation for integrity and outreach that goes to the core of our land-grant legacy. That reputation is our greatest asset, but we must re-earn the trust and confidence of the public every day. That trust and confidence can only be maintained through openness and accountability.

When our stakeholders place their loved ones in our care, they have a right to know that we will guard their safety and advance their best interests. Stakeholders have a right to know that we are vigilant in complying with all applicable laws and statutes, and that we hold ourselves to the highest standards of openness and accountability.

We are constantly planning for the future and challenging ourselves to do better. We can reach our vision of what the A&M System can become through a sustained strategic planning effort.



We must develop coordinated marketing and communications initiatives that ensure that although we speak with many voices, we have a common, unified message that reflects our mission and vision.



**1.1. Transparency is the Standard**

We must make transparency, to both internal and external stakeholders, the standard in all of our programs. Our stakeholders not only have a need to see how we are measuring our progress, but they also have a right to that information. We will share our accomplishments and our setbacks openly and freely with all those we serve.

- Inventory and review current accountability metrics.
- Develop common methods of calculating accountability metrics.

- Establish targets critical to achievement of the A&M System’s vision.
- Ensure transparency of information to internal and external stakeholders.

**1.2. Coordinated Marketing and Communications Initiatives**

We must develop coordinated marketing and communications initiatives that ensure that although we speak with many voices, we have a common, unified message that reflects our mission and vision. This does not mean that we will ignore

the unique strengths of our individual A&M System members. On the contrary, we will be strongest when all of the individual marketing and communications campaigns of our universities and agencies are coordinated to achieve the greatest synergy possible in delivering our message to our stakeholders.

- Leverage the System Communications Council.
- Fund coordinated marketing and public affairs initiatives to enhance the A&M System identity and member interaction.
- Enhance communications through A&M System media.
- Conduct an annual stakeholder awareness survey.

### 1.3. Safety is a Mindset

We recognize that our people, students, faculty and staff are our greatest resource. We are accountable to their families, colleagues and the people of the state and beyond for their safety. We will ensure that best practices are shared and are inculcated in the culture of each of our members. We will address all issues of safety forthrightly and with the maximum openness of information allowed by law.

- Standardize minimum levels of safety training.
- Establish common safety programs, procedures and standards.
- Review, coordinate and align emergency preparedness programs and plans.

### 1.4. Compliance and Alignment of Policies, Regulations, Rules, and Procedures

We will ensure that the policies, regulations, rules, and procedures by which we govern ourselves are open and accessible to all of our stakeholders for examination and constructive criticism. We are accountable for ensuring that each of these governing documents is in compliance with all laws and statutes that are applicable as well as the directions of The Texas A&M University System Board of Regents.

- Update policies and regulations to be in accordance with state laws, statutes and directives from the Board of Regents.
- Integrate member participation in the promulgation, review and revision of policies and regulations.
- Ensure rules and procedures support updated policies and regulations.
- Develop a proactive A&M System compliance program.
- Require annual compliance and ethics statements by A&M System faculty and staff.



**1.5. Implementation of Strategic Planning Framework**

Strategic planning is the bedrock of everything we do. As the old adage goes, “if you fail to plan, you plan to fail.” This document and its constituent elements — A&M System Member Compacts, A&M System Member Strategic Plans and the A&M System Offices Strategic Plan—will all be aligned with and in mutual support of each other. Above all, we will ensure that this is a living, breathing document that is flexible enough to meet the ever-changing environment in which we work and the unique missions of our members. At the same time, it must be structured enough to ensure that there are clear and distinct accountability and performance metrics to gauge success and stretch us beyond our comfort zone as individuals and as a system.

- Produce annual status updates and action plans for each of the four elements of the Strategic Planning Framework (A&M System Strategic Plan, A&M System Member Compacts, A&M System Member Strategic Plans, and A&M System Offices Strategic Plan).
- Develop A&M System Offices and A&M System Member Strategic Plans that support the A&M System Strategic Plan, while recognizing and respecting the unique roles and capabilities of each.
- Integrate the strategic planning process and enterprise risk management.
- Report annually to the A&M System Board of Regents on the progress made in achieving the goals in the A&M System Strategic Plan.

Above all, we will ensure that this is a living, breathing document that is flexible enough to meet the ever-changing environment in which we work.



## MEASURING SUCCESS

### Transparency

- Develop and implement common accountability reports on the A&M System website and individual member websites by the end of FY '10.

### Marketing and Communications

- Increase awareness of selected A&M System programs through a stakeholder awareness survey by at least 5 percent annually from FY '09.

### Safety

- Decrease employee injuries from an average of 1.43 per 100 employees for the five-year period ending FY '08 to an average of 1.30 per 100 employees for the five-year period ending FY '13.

### Policies, Regulations, Rules, and Procedures

- Decrease A&M System follow-up audits with repeat observations to less than 10 percent annually.

### Strategic Planning

- Review annual status updates and implement action plans for each of the four elements of the Strategic Planning Framework (A&M System Strategic Plan, A&M System Member Compacts, A&M System Member Strategic Plans, and the A&M System Offices Strategic Plan).

# EXCELLENCE THROUGH ACADEMICS AND EXTENSION

**B**ased upon three of the goals of the Texas Higher Education Coordinating Board’s plan of “Closing the Gaps,” this imperative outlines the critical areas of academic growth that are needed in Texas higher education.

Texas is a diverse state with a growing minority population. Its institutions and agencies must reflect that trend. Every institution and system in the state must work to expand access to students of all backgrounds and educational goals. In addition to our universities, our extension agencies play a key role in their service, outreach and educational programs.

We must improve access for students to successfully achieve their goals, while maintaining the quality of the educational institutions. In order to improve access we must take into account the changing educational methods

that are available, especially in the area of distance education. Participation must be increased among diverse populations through stronger recruitment and retention of minority students at A&M System institutions. All members and their staffs, including faculty, must strive for excellence in their work and their interactions with students, other staff and faculty and the greater community. Success will be achieved through increasing the graduation rates of students in all types of educational efforts made by members, especially in the areas of critical need fields.





**2.1. Students, Faculty and Staff  
Reflect the Diversity of the State**

With the changing demographics of the state of Texas, it is imperative that members take special efforts to recruit and retain individuals of diverse backgrounds among the students, faculty and staff. This is important because, as the racial and ethnic demographics of Texas change, continued prosperity is dependent upon ensuring more minority Texans attend and graduate from college.

- Promote A&M System targeted recruiting and retention programs to develop a more diverse student population.
- Share members’ best practices for increasing student, faculty and staff diversity, and replicate successful programs through the Chancellor’s Diversity Council.
- Facilitate systemwide interactions such as symposia, collaborative teams on common issues and formalized best practice sharing.

**2.2. Expansion Geographically and Programmatically**

As the need for a more educated workforce grows, it is critical that the opportunity for growth through education is available to individuals across the state of Texas. As a land-grant system, it is necessary for members to identify areas of the state where educational opportunities are limited, and to increase opportunities in these areas through the most efficient and effective means possible.

- Support degrees and/or programs in critical, high need fields (STEM, Teacher Education and Nursing) based upon the level of demand on a regional, statewide, national, and international basis.
- Continue to expand regional access to higher education through system centers, multi-institution teaching centers and off-campus educational sites.
- Increase the number of collaborative degree programs and interdisciplinary graduate programs across the A&M System.
- Remove barriers to students taking courses between multiple A&M System members.

**2.3. Coordinated Distance Learning**

With the advent of the technology age, it becomes increasingly possible to expand educational opportunities through a variety of means that will allow larger numbers of individuals to take advantage of A&M System member educational programs while remaining near their family, employment and responsibili-



ties. The A&M System must actively seek out options that will expand the availability of distance education opportunities for members to the greatest extent possible.

- Address policies and opportunities that aid in ensuring the quality, expansion and cost-effectiveness of technology-delivered courses and services.
- Develop a systemwide plan for the maintenance, upgrade and infrastructure planning for distance education-related hardware and software.
- Support the recommendations and efforts of the A&M System Distance Learning Council.

#### 2.4. Partnerships with Independent School Districts and Community Colleges

It is critical for A&M System members to work with independent school districts to improve the level of preparedness of high school graduates so that they will succeed upon reaching higher education. As more students take advantage of the low-cost educational programs offered by community colleges, it is imperative that members assist in transitioning these students into the four-year degree programs at their institutions.

- Increase the number of, and yield from, community college transfer programs.



Texas A&M University at Qatar

- Promote and ensure availability of college readiness through P-16 initiatives (STEM, dual credit, curriculum recommendations, counseling).
- Utilize the A&M System Offices to identify and publicize grant opportunities, and assist in the development of grant proposals for collaborative or systemwide P-16 efforts.

Through increased visibility of A&M System members, the opportunities represented by member programs will be more evident and accessible to a wider audience.



**2.5. Outreach to Students, Communities, State, and Beyond**

Through increased visibility of A&M System members, the opportunities represented by member programs will be more evident and accessible to a wider audience. By increasing the information available on programs offered by members, we will improve the opportunities available for students of all backgrounds and abilities. With the number of returning military veterans rising, it is imperative that all A&M System members develop programs to provide the best opportunities and the highest level of service to military members and their families.

- Develop pathway programs at high schools for at risk (e.g., first generation, under-represented) students to enter A&M System universities.
- Expand and leverage workforce development and continuing education opportunities.
- Increase awareness of agencies and their programs.
- Ensure that every member is designated “military friendly.”

**2.6. Staff and Faculty Excellence**

The members of the A&M System can only be as successful as their faculty and staff. It is essential that the A&M System provide as much recognition of excellence as possible, while providing the greatest level of training and support to maximize the skills and expertise of these critical individuals.

- Fund and implement systemwide “Teaching Excellence Awards.”
- Facilitate systemwide mentorship and professional development programs.
- Increase and facilitate faculty exchanges, joint appointments and shared research efforts between members.
- Develop and implement systemwide administrative development training opportunities.

## MEASURING SUCCESS

### Diversity

- Increase underrepresented student groups by 10 percent by the end of FY '12.
- Increase underrepresented faculty and staff groups by 10 percent by the end of FY '12.

### Expansion

- Increase the number of undergraduate majors and graduates in critical fields (STEM, Teacher Education and Nursing) by 3 percent each year.
- Increase the number of interdisciplinary or collaborative graduate programs by two programs per year.

### Distance Learning

- Develop an A&M System plan for maintenance, upgrade and infrastructure planning for distance education-related hardware and software development no later than the end of FY '09, and implement that plan by the end of FY '13.
- Review and implement recommendations made by the A&M System Distance Learning Council that are approved annually by the chancellor.

### Partnerships

- Increase the number of transfer students from community colleges by 5 percent each year.
- Increase the number of proposals submitted and the amount of grants in the P-16 area by 5 percent each year.

### Outreach

- Increase the number of participants in workforce development, continuing education, community health education and wellness programs by 3 percent each year.

### Staff and Faculty Excellence

- Establish "Teaching Excellence Awards" at each campus by the beginning of FY '10.
- Develop systemwide mentorship and professional development programs by the beginning of FY '10 and maintain a good-excellent rating from 85 percent of program participants.

# RESEARCH FOR TOMORROW

**R**esearch is an essential academic pursuit that expands human knowledge and provides tangible benefits to our society. University systems that excel in research are the most successful in attracting and developing superior faculty members and staff.

Ultimately, a cutting-edge research environment also stimulates intellectual curiosity among students, improving their educational experiences and guaranteeing an unbroken chain of future researchers. The A&M System accepts its role and responsibility as a system of premier research institutions and commits to expand the scale, scope and effectiveness of research programs at its universities, state agencies and comprehensive health science center.

### **3.1. Solving Critical State, National and Global Issues**

The A&M System remains committed to basic fundamental research that forms the knowledge base for the future. Based on decades of fundamental research and innovation, faculty, staff and students are now able to apply fundamental knowledge to engage, and eventually solve, critical issues that challenge our state, nation and world. Based on the opportunities



**Key to future success is the establishment of an ongoing A&M System research strategic planning process with representation from all member institutions.**



identified and pursued at member institutions throughout the A&M System, we commit to supporting focused research programs that address today's most challenging problems and future opportunities. The A&M System also commits to facilitating and supporting programs at member institutions to improve the number and quality of future researchers drawn from the diverse backgrounds that enrich our state.

Currently, faculty and staff at member institutions are engaging in academic master planning processes that will outline specific research roadmaps for their respective institutions. The outcome of these planning processes will re-affirm our commitment to many current research areas, but will also outline additional focus areas for the future.

Key to future success is the establishment of an ongoing A&M System research strategic planning process with representation from all member institutions. Such a process ensures not only that promising research opportunities are identified and appropriately supported by the A&M System, but also that the myriad of factors required for success, including faculty recruitment and retention strategies, are defined and properly addressed by member institutions in collaboration with the A&M System and each other.

- Research Areas
  - » Basic research that helps us better understand natural laws, fundamental processes and similar foundational topics of academic inquiry.

- » Global health, including prevention and treatment of diseases affecting humans, animals and plants.
  - » Energy, energy security and the environment, including enabling processes, materials and distribution systems.
  - » Ensuring safe, abundant and effectively distributed food and water.
  - » Understanding the social, economic, political, cultural, and ethical issues associated with scientific and technological initiatives.
  - » Optimizing lifelong learning through educational, training and extension methodologies.
  - » Maintaining and improving the effective use of critical state and national assets including transportation infrastructure.
  - » Other research areas identified by institutional academic master planning and system research strategic planning processes.
- Establish a systemwide Research Strategic Planning body involving chief research officers and other key personnel from member institutions. The RSP body will pursue at least the following objectives:
    - » Identifying major research opportunities and mechanisms to implement and support these opportunities throughout the A&M System.
    - » Sharing core resources that promote disciplinary, multidisciplinary and multi-institutional success.
- » Developing and/or facilitating programs to promote scholarly activity related to research, including faculty participation in academic societies, governmental advisory councils and similar groups.
  - » Improving research training and mentoring at all academic levels.
  - » Identifying other programs and processes that enable research success and compliance throughout the A&M System.





By enhancing the ability of faculty, staff and students to collaborate, researchers will be more competitive for outside sources of funding, more able to catalyze economic growth and more likely to serve the citizens of Texas.

- Develop research opportunities, policies and recruitment plans that ensure a growing pipeline of outstanding future researchers who reflect the diversity of the state of Texas.
- Advocate and promote public policies that enhance the ability of the system institutions to conduct research and translate breakthroughs into tangible benefits.

**3.2. Research Collaborations**

By enhancing the ability of faculty, staff and students to collaborate, researchers will be more competitive for outside sources of funding, more able to catalyze economic growth and more likely to serve the citizens of Texas. The A&M System commits to facilitate communication and collaboration in all aspects of research



Texas Veterinary Medical Diagnostic Laboratory

planning, execution and education on behalf of its member institutions. We further commit to collaborate beyond the A&M System with other relevant state and federal institutions that can provide expertise and additional resources needed to achieve our mission.

- Facilitate development of multi-institutional collaborations through which the A&M System will make significant statewide, national or international contributions.
- Facilitate collaborations across other Texas university systems, state and federal agencies, and national laboratories.
- Develop and implement web-enabled collaborative tools through which the A&M System faculty members share research interests and results.
- Further develop and implement virtual collaborative tools that enable faculty members, staff and students at each institution to participate in lectures, research symposia and workshops at other system institutions and agencies.

**3.3. Shared Research Facilities and Leveraged Expertise**

The A&M System commits to effective and efficient utilization of resources throughout the A&M System. Single research instruments may cost millions of dollars; technical training may require years of study and practice. The A&M System will improve its ability to share resources and expertise throughout member institutions.

- Implement procedures to improve knowledge and utilization of currently existing resources throughout the system, other universities and systems, and commercial partners.
- Support the acquisition of core resources identified through strategic planning and other similar processes.
- Establish visiting scholar programs across the system involving researchers at all levels.
- Facilitate development of consortia and/or workshops to support the development and success of new faculty researchers from throughout the system.

### 3.4. System-Enabled Grant Collaboration and Administration

Preparing, submitting and administering hundreds of millions of dollars of research funds, while complying with a plethora of federal, state and local guidelines, requires an experienced team of professionals in research administration. These challenges, however, must be engaged with as few bureaucratic processes and costs imposed on the investigators as possible. The A&M System commits to assisting member institutions by identifying best practices, establishing goals and benchmarks and supporting a culture that serves the needs of the research faculty and staff.

- Develop goals, metrics and milestones for effective and efficient research administration; communicate and update these throughout the A&M System.



- Facilitate members' efforts to maximize their indirect cost recovery.
- Enhance processes and procedures to ensure compliance with all local, state and federal guidelines.
- Identify and communicate best practices to maximize applications, collaborations and successful proposals for major research opportunities at the state and federal levels.

Our goal is not merely to acquire new knowledge through research, but to apply it for the betterment of society.



Texas A&M University-Corpus Christi

### 3.5. Technology Commercialization

Our goal is not merely to acquire new knowledge through research, but to apply it for the betterment of society. Commercialization of sufficiently mature research discoveries is a vital part of the research process in the system. There are abundant opportunities to commercialize research discoveries, from licensing new drugs for cancer, to developing novel materials for transmission of electricity, to marketing new software that assists in lifelong education. The A&M System commits to expanding core resources that support entrepreneurial faculty, staff and students; to providing the infrastructure to commercialize technologies that are sufficiently mature; and to accruing the maximum possible revenue to further support the missions of member institutions.

- Provide incentives for commercialization across the A&M System.
- Expand core capabilities to support commercialization opportunities throughout the A&M System.
- Communicate and expand awareness of commercialization processes and available resources.
- Increase partnering opportunities for faculty, staff and students with the private sector.
- Create collaborative incubators for private sector, government agencies and academic researchers to conduct cooperative programs.

## MEASURING SUCCESS

- Increase the total research expenditures among the member institutions by \$250 million by the end of FY '13.
- Demonstrate as a system, and in each institution, consistent improvements in non-financial indicators of research success, including peer-reviewed publications, cited works, leadership roles in scholarly organizations, involvement in national academy studies, and other similar indicators.
- Increase the number of underserved minority graduate students in critical-need fields (science, technology, engineering, and math) by 20 percent by the end of FY '13.
- Increase the number of A&M System graduate students who have undergraduate degrees from Texas universities by 20 percent by the end of FY '13.
- Increase the number of undergraduate students who participate in research in the A&M System by 20 percent by the end of FY '13.
- Host annual meetings of chief research officers beginning in FY '09 and ensure meetings are attended by at least 90 percent of chief research officers. Meetings will achieve a good-excellent rating from at least 85 percent of attendees.
- Complete and implement a research data management and collaboration system by the end of FY '10.

# RESOURCES OPTIMIZED AND LEVERAGED

**M**aximizing our resources goes beyond conducting business better and being more efficient. It means closing the financial gaps for deserving students by making a college education more affordable.

It means closing the facility gaps among member universities by providing faculty and students with the best possible classrooms and infrastructure. And, it means closing the technological gaps by sharing digital and electronic resources, such as libraries, among member universities. Expanding, leveraging, sharing, and collaborating will enable the A&M System to be more productive, more efficient and more available to those it serves.

#### **4.1 Affordability**

Many qualified, deserving students in Texas do not enter our public colleges and universities either because they cannot afford, or believe they cannot afford, the costs. Four member universities have implemented programs designed to make college affordable for students from low-income families, and the other institutions plan to launch similar programs in the fall of 2009. This goal is to



provide a systemwide, standardized program that would offer financial aid to cover tuition and all mandatory fees for qualified students, as well as provide increased affordability to all students by leveraging financial resources to control tuition increases and enhance financial support.

- Leverage financial programs for maximum value added.
- Share cost-effective management practices.
- Develop a more effective agency base funding model.
- Market and expand the A&M System Promise Program.

#### 4.2 Shared Services, Centers and Collaboration

Open communications, particularly the sharing of best practices in key areas, is one key to reducing costs and maximizing efficiencies across the A&M System. For example, a university with a state-of-the-art digital library could share that resource electronically with other institutions, regardless of size. Other online resources, such as data collection and dissemination programs, and data/content management systems could be purchased and/or shared in a collaborative manner. In addition, making better services available to students would bolster recruitment and retention efforts.

- Support electronic libraries as a shared service.
- Leverage student services programs.
- Share best practices.

#### 4.3 Leverage Information Technology for Maximum Value

The IT Governance Council has gathered information on best practices and best benefit-to-cost systems and will make several recommendations regarding personnel, payroll and accounting functions. These recommendations will provide the tools for information management designed to help the system make decisions based on the best information.

- Implement approved recommendations from IT Governance Council.
- Expand TTVN to provide premiere wide area network communications.
- Expand data warehouse and management information capabilities.
- Develop an improved data center for disaster recovery and business continuity.

#### 4.4 Develop Infrastructure and Facilities

Purchasing and supporting new technology for the sake of joining the latest trend is not smart business nor does it make efficient use of state dollars. Utilizing recent technology, such as interactive technologies to heighten student learning and research, will benefit both the system and the state. The A&M System should take the lead in identifying products and services that would enhance utilization of classrooms, laboratories and office space.

- Implement A&M System space planning assessment.
- Plan, fund and implement a rolling five-year facilities renewal plan.
- Develop classrooms and infrastructure capabilities for the 21st century.

## MEASURING SUCCESS

### Affordability

- Increase tuition/mandatory fees no more than inflation plus growth annualized (unless a greater increase is approved by students) from base FY '09.
- Increase financial aid to students by 1 percent per year from base FY '09.

### Shared Service

- Establish and maintain website for sharing best practices by the end of FY '10.
- Implement shared electronic library by the end of FY '12.

### Information Technology

- Install a data center outside of College Station for data storage systems continuity by the end of FY '12.
- Implement all approved recommendations from systemwide IT Governance Council that target completion by the end of FY '13.

### Infrastructure and Facilities

- Conduct an annual facilities assessment and five-year renewal plan at each institution by the end of FY '11.
- Adopt modeling software to track space utilization, needs and facilities condition systemwide by the end of FY '12.



# THE TEXAS A&M UNIVERSITY SYSTEM LEADERSHIP

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F. Dominic Dottavio  
President

**Tarleton State University-  
Central Texas**  
Garry Ross  
Executive Director

**Texas A&M International University**  
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**Texas A&M University-Corpus Christi**  
Flavius C. Killebrew  
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**Texas A&M University-Kingsville**  
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**West Texas A&M University**  
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**Texas A&M University-Commerce**  
Dan R. Jones  
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**Texas A&M University-Texasarkana**  
C. B. Rathburn III  
President

**Texas A&M Health Science Center**  
Nancy W. Dickey  
President and Vice Chancellor  
for Health Affairs

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Vice Chancellor and Dean

**Texas AgriLife Research**  
Mark A. Hussey  
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**Texas AgriLife Extension Service**  
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**Texas Forest Service**  
Thomas G. Boggus  
Interim Director and State Forester

**Texas Veterinary Medical  
Diagnostic Laboratory**  
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**Texas Engineering Experiment Station**  
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**Texas Engineering Extension Service**  
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Director

## UNIVERSITIES

Texas A&M University  
Prairie View A&M University  
Tarleton State University  
Texas A&M International University  
Texas A&M University-Corpus Christi  
Texas A&M University-Kingsville  
West Texas A&M University  
Texas A&M University-Commerce  
Texas A&M University-Texarkana  
Texas A&M Health Science Center

## AGENCIES

Texas AgriLife Research  
Texas Engineering Experiment Station  
Texas AgriLife Extension Service  
Texas Forest Service  
Texas Engineering Extension Service  
Texas Transportation Institute  
Texas Veterinary Medical Diagnostic Laboratory

