



Dear Reader,

Our *Integrative Plan* for The Texas A&M University System will provide direction for the A&M System’s universities, agencies, and health science center. Our intent is to improve the quality of every member of the A&M System so that the system more effectively serves the learners and citizens of the state. The executive staff of the A&M System, the board of regents, and the presidents and directors of the universities and agencies in the A&M System participated in the development of the *Integrative Plan*. We believe their involvement led to a set of directions, or azimuths, that will be important to all Texans and that will guide the improvement of The Texas A&M University System.

Our goal is to participate in the evolution of the higher education enterprise in Texas and make a contribution to its progress. Our concern extends to primary and secondary education as well as to higher education. History shows that a postsecondary educational system can be no better than the primary and secondary organizations that feed it. High quality educational opportunity is essential to the future health and well-being of the state. We firmly believe that individual fulfillment, economic development, and other benefits accrue as the educational enterprise improves.

I trust that you will find the *Integrative Plan* an effective guide for Texas higher education in the next 20 years.

With warm regards,

Howard D. Graves





## Resolution of the Board of Regents of The Texas A&M University System

“WHEREAS, The Texas A&M University System is committed to servant leadership and has initiated an integrative planning process that supports the concept, and

WHEREAS, this planning process was guided by the goal of improving the quality of the educational, research and outreach opportunities afforded Texans by The Texas A&M University System, and the quality of higher education in Texas generally, and

WHEREAS, executive staff, presidents of the universities and The Texas A&M University System Health Science Center, directors of agencies within the A&M System, members of the board of regents, and other interested parties have invested many hours of discussion and work to articulate a direction whereby the goal would be accomplished, and

WHEREAS, these individuals and groups have produced a document, *The Integrative Plan: Promise for a New Century - The Texas A&M University System in 2020*, that describes excellence for The Texas A&M University System so that maximum benefit of public expense is directed toward our students and the state, and

WHEREAS, the implementation and success of *The Integrative Plan* will take the commitment and dedication of present and future regents, chancellors, presidents, administrators, faculty, staff, students and friends of The Texas A&M University System, and

WHEREAS, the commitment will span the careers and lives of many and affect each and everyone; now therefore, be it

RESOLVED, that we, the members of the Board of Regents of The Texas A&M University System, meeting this 24th day of March, 2000 hereby express our support for *The Integrative Plan* and our sincerest thanks to those who worked to set the direction for continued excellence that will ultimately affect the quality of every aspect of The Texas A&M University System, and be it further

RESOLVED, that this resolution be spread upon the minutes, and copies thereof, signed by the Chairman of the Board of Regents, to ensure that the general azimuths and initiatives outlined in *The Integrative Plan* become a map for future direction of The Texas A&M University System and a permanent expression of support for excellence.”

The Board of Regents

Don Powell, Chairman

Frederick D. McClure, Vice Chairman

Robert H. Allen

Anne Armstrong

Dionel E. Aviles, Ph.D.

Erle Nye

Lionel Sosa

R.H. “Steve” Stevens, Jr.

Susan Rudd Wynn, M.D.



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*“Texas has a good higher education system. I want it to be the envy of the nation. Working together we can bolster our 140 institutions of higher education—public and private—and in doing so, bolster the dreams of our citizens and ensure prosperity for our future.”*

*—Texas Lt. Gov. Rick Perry  
October 20, 1999*

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# The Texas A&M University System



|  | <u>Year<br/>Established</u> | <u>Year<br/>Became<br/>System Member</u> |
|--|-----------------------------|--|
| <i>The Universities</i>  |                             |  |
| Texas A&M University   | 1876                        |  |
| Texas A&M University at Galveston                                    |                             |  |
| Prairie View A&M University  | 1878                        |  |
| Tarleton State University  | 1899                        | 1917                                     |
| Texas A&M International University                                   | 1969                        | 1989                                     |
| Texas A&M University-Commerce  | 1889                        | 1996                                     |
| Texas A&M University-Corpus Christi                                  | 1947                        | 1989                                     |
| Texas A&M University-Kingsville                                      | 1925                        | 1989                                     |
| Texas A&M University-Texarkana                                       | 1971                        | 1996                                     |
| West Texas A&M University  | 1910                        | 1990                                     |
| <br><i>The Agencies</i>  |                             |  |
| Texas Agricultural Experiment Station                                | 1887                        |  |
| Texas Agricultural Extension Service                                 | 1915                        |  |
| Texas Engineering Experiment Station                                 | 1914                        |  |
| Texas Engineering Extension Service                                  | 1919                        |  |
| Texas Forest Service   | 1915                        |  |
| Texas Transportation Institute                                       | 1950                        |  |
| Texas Veterinary Medical Diagnostic Laboratory                       | 1969                        |  |
| Texas Wildlife Damage Management Service                             | 1929                        |  |
| <br><i>The Texas A&amp;M University System Health Science Center</i> |                             |  |
| Baylor College of Dentistry  | 1905                        | 1996                                     |
| College of Medicine  | 1971                        |  |
| Graduate School of Biomedical Sciences                               | 1999                        |  |
| Institute of Biosciences and Technology                              | 1992                        |  |
| School of Rural Public Health  | 1998                        |  |

# The Executive Summary



# The Vision

The Texas A&M University System and its members will be leaders in making Texas higher education institutions and systems among the best in the nation by 2020. Access to higher educational opportunity that is unsurpassed in any state will allow Texans to achieve their full potential. History will show that The Texas A&M University System was a servant leader and partner in the transformation of Texas to a higher level of excellence by providing the educational opportunity that allows individuals to succeed and the state to prosper through the creation of knowledge and human capital.

**The Texas A&M University System will be pre-eminent among higher education systems in America for its:**

**Core programs** leading to mastery of critical thinking, verbal and written communication skills, computational competence, leadership development, and the ability to work collaboratively so that graduates may become productive and engaged citizens in their communities, states, the nation, and the world.

**Commitment to educational opportunity and educational excellence** that are foundations for a free society and its economy, the creation of knowledge that moves civilization forward, and for individual growth and fulfillment.

**Faculty and staff** whose superb communication and teaching skills are continuously enriched with new technologies and curricular innovations that enhance student learning, whose scholarly work demonstrates the highest intellectual standards, whose concern for students is evident, and whose entrepreneurial spirit leads them to seek new frontiers of knowledge and opportunities for their students.

**Learner-centered communities** that stimulate intellectual attainment and development of the moral and ethical foundations that support a democratic society.

**Focus on distinctive competencies** that distinguish each member within Texas and from a national and world perspective.



## The Vision, continued

**Collaboration and interdependence of A&M System institutions** that contribute to the vitality and well-being of the members individually and to the A&M System collectively so that it is greater than the sum of its parts.

**Partnerships with business, industry, government agencies, public education, and non-profit groups** that keep The Texas A&M University System in touch with changing economic, political, social, and cultural environments to ensure that its graduates are prepared, that it supports the economic and social development of Texas, and that it serves the citizens of Texas well.

**Global role** in higher education and research and the international perspective this brings to its students.

**Dedication to service and outreach** that arises from the land-grant tradition upon which Texas A&M University was founded and that lives on in each of the universities and agencies in The Texas A&M University System.

**Commitment to the vitality of the communities and regions of Texas** through outreach and community development activities that breed a positive relationship between our organizations and the communities in which they exist.

**Support and modeling of the highest moral and ethical standards** for our students and for all whom we serve.

# The Azimuths



## Foster Collaboration Among System Institutions

The Texas A&M University System is strong when each university and agency pursues its own mission with urgency and determination within the overall system mission. The A&M System will achieve its greatest strength when the complementary but distinctive missions interact in a more tightly coupled manner than is found among free-standing organizations in a loose federation. Collaboration brings strengths which increase the potency of all institutions. In turn, collaboration creates interdependence, and it is desirable that all institutions within the A&M System have this mutually dependent relationship with each other. Such interdependence will lead to a stronger and more mature organization.



## Provide Educational Access and Excellence and Nurture Educational Success

Participation in higher education is a foundational element for a free society and its economy. The nature of democracy is that informed citizens make better choices about leadership and offer greater hope for our country. A better-educated population provides a stronger economic base offering more career choices for all. The changing demographics of Texas will require that we offer opportunity to a vastly different population in the next 50 years than we did in the last 50. The Texas A&M University System must serve the full population of Texas; it must provide support for learners who have the desire and capability to exploit the power of an education, for themselves, their families, and for the common good. The A&M System must attract students who are diverse in many ways, including more from traditionally underrepresented groups and more first-generation college students. When students arrive, they will find environments that are demanding, yet supportive. Access and excellence must be built together and will never be seen as mutually exclusive.



## Increase the Value of Our Academic Programs

At the heart of every university are excellent academic programs. We must strive constantly to increase the value of our academic programs as evidenced by pass rates on certification exams, job placement rates that show the desirability of our graduates to employers in and out of Texas, and participation rates in graduate and professional programs by our graduates. In addition, the personal satisfaction and growth experienced by individuals must be recognized as essential components of the value of our academic programs. Each university will set goals against which the progress of its academic programs will be measured. The goals will be established by benchmarking performance against that of appropriate institutions.



## Increase the Value of Our Scholarship and Research

The knowledge generated through research, scholarship, and creative activity is transforming our lives—how we work, how we communicate, how we live our daily lives, how our societies function. The research activities of The Texas A&M University System will be central to this progress. Sponsored research programs will vary in intensity and focus from institution to institution and agency to agency, but it is clear that research and the application of research will be critical in the ascension of the Texas higher education enterprise to national leadership. Innovative research will not only provide incentive to faculty and students, but it will assist in fueling the Texas economy and offer new jobs and career opportunities for Texans. The Texas A&M University System has thus far played a major role in the development of new industry for Texas through research. National leadership, however, will require enhanced resources for focused research by qualified faculty and scholars throughout The Texas A&M University System.



## Serve Texas and Beyond: Anticipate and Solve Critical Problems

Applying research and scholarship to the solution of real problems in Texas will focus The Texas A&M University System family of universities and agencies on the well-being of the state. This means that we will work with business and industry in the state, that we will partner with public and private educational institutions to provide lifelong educational opportunity, and that service to citizens will mark the work of our faculty, staff, and students. Service is the fundamental concept upon which the A&M System was founded, and service will be its fundamental concept in the next century.



## Enhance Acquisition of Resources and Maximize Their Effective Use

The Texas A&M University System must carefully manage resources from all sources, public and private, to meet its goal of increasing educational opportunity and excellence in Texas. A higher level of funding per student from the Legislature is essential and will be pursued. Research and service indirect costs and other forms of income from our knowledge work will be increased. Private giving will become a priority for each institution and agency to further generate needed resources. Students may be expected to pay more for educational opportunity, supported by a greater range of grants, loans, and work possibilities. Our stewardship of all resources must be impeccable, and accountability will be expected of all individuals.

**These six azimuths will provide the direction needed to accomplish our goal through the vision we have established. They are the map for the next generation of The Texas A&M University System.**

# **Summary of Azimuths and Initiatives**

## **Foster Collaboration Among System Institutions**

- ⊕ Develop, communicate, and implement clearly defined missions.
- ⊕ Achieve maximum collaboration among academic and research programs.
- ⊕ Furnish access to resources in and out of the A&M System.
- ⊕ Provide pipelines to graduate and professional school for graduates of A&M System institutions.
- ⊕ Share best practices and establish linkages among like divisions or departments across the A&M System.

## **Provide Educational Access and Excellence and Nurture Educational Success**

- ⊕ Manage growth to provide appropriate educational access.
- ⊕ Increase the participation and success of underrepresented groups at all A&M System institutions.
- ⊕ Foster educational success through innovative programs and services that integrate students into the intellectual and social life of the universities.
- ⊕ Use technology, when appropriate, to increase access to excellence.
- ⊕ Cultivate partnerships with community colleges.

## **Increase the Value of Our Academic Programs**

- ⊕ Deliver core programs that develop essential academic and life skills in all students.
- ⊕ Produce highly qualified graduates for the state of Texas and beyond.
- ⊕ Focus on academic programs that provide distinctive competencies for each system member.
- ⊕ Recruit, develop, retain, and reward superior faculty who understand and are committed to their institutional missions.
- ⊕ Recruit, develop, retain, and reward excellent staff and administrators who understand and are committed to their institutional missions.
- ⊕ Enhance undergraduate, graduate, and continuing education with the use of innovative instructional technology.
- ⊕ Be responsive to emerging disciplines and the needs of employers.
- ⊕ Integrate agency researchers and staff into the academic pursuits of the universities.
- ⊕ Emphasize leadership development and civic responsibility.

## **Increase the Value of Our Scholarship and Research**

- ⊕ Celebrate and support the broad research mission of Texas A&M University.
- ⊕ Have targeted research missions for agencies and comprehensive A&M System universities.
- ⊕ Enhance research collaboration among the universities and agencies.
- ⊕ Enhance research collaboration with business and industry.

## **Serve Texas and Beyond: Anticipate and Solve Critical Problems**

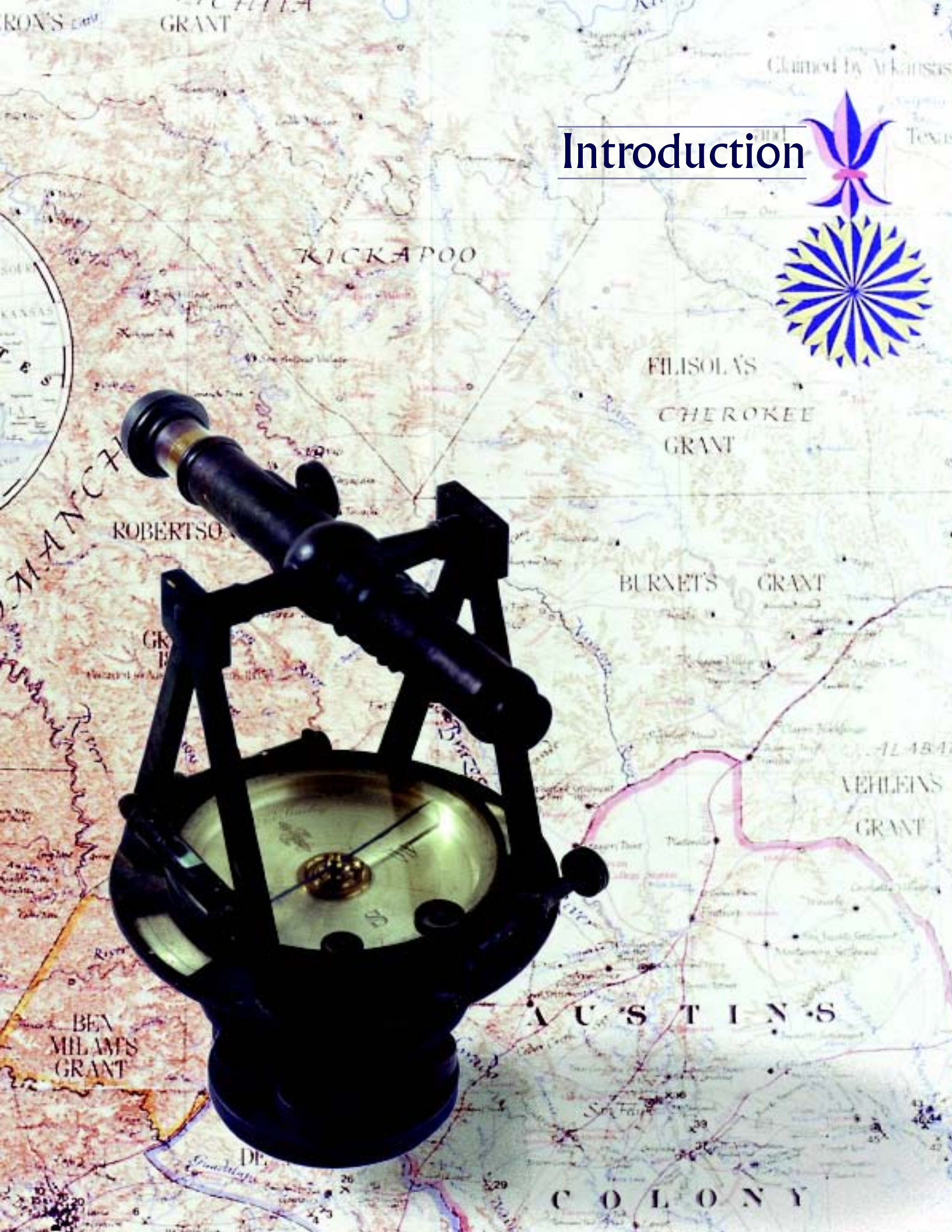
- ⊕ Develop the distinctive competency of service throughout the A&M System and broaden the concept of outreach beyond agriculture and engineering.
- ⊕ Create and sustain exemplary partnerships with public education, communities, and parents to improve student preparation and teacher education.
- ⊕ Enhance partnerships with business, industry, and government to facilitate the solution of critical problems.

## **Enhance Acquisition of Resources and Maximize Their Effective Use**

- ⊕ Obtain increased state higher education funding, particularly general revenue, for access and research excellence.
- ⊕ Increase funds available through research and service projects.
- ⊕ Enhance private giving to all A&M System members.
- ⊕ Achieve tuition and fees that more closely reflect the cost of education.
- ⊕ Leverage resources to provide maximum benefit to the state and enhance accountability.
- ⊕ Clearly communicate to the public and Legislature the benefits higher education brings to the state.
- ⊕ Secure a source of funds at the A&M System level to encourage and reward excellence.



# Introduction



# The Vision

The Texas A&M University System and its members will be leaders in making Texas higher education institutions and systems among the best in the nation by 2020. Access to higher educational opportunity that is unsurpassed in any state will allow Texans to achieve their full potential. History will show that The Texas A&M University System was a servant leader and partner in the transformation of Texas to a higher level of excellence by providing the educational opportunity that allows individuals to succeed and the state to prosper through the creation of knowledge and human capital.

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**Learner-centered communities** that stimulate intellectual attainment and development of the moral and ethical foundations that support a democratic society.

**Focus on distinctive competencies** that distinguish each member within Texas and from a national and world perspective.

**Collaboration and interdependence of A&M System institutions** that contribute to the vitality and well-being of the members individually and to the A&M System collectively so that it is greater than the sum of its parts.



**Partnerships with business, industry, government agencies, public education, and non-profit groups** that keep The Texas A&M University System in touch with changing economic, political, social, and cultural environments to ensure that its graduates are prepared, that it supports the economic and social development of Texas, and that it serves the citizens of Texas well.

**Global role** in higher education and research and the international perspective this brings to its students.

**Dedication to service and outreach** that arises from the land-grant tradition upon which Texas A&M University was founded and that lives on in each of the universities and agencies in The Texas A&M University System.

**Commitment to the vitality of the communities and regions of Texas** through outreach and community development activities that breed a positive relationship between our organizations and the communities in which they exist.

**Support and modeling of the highest moral and ethical standards** for our students and for all whom we serve.

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*“The real question is not whether higher education will be transformed, but rather how ... and by whom. If the university is capable of transforming itself to respond to the needs of a culture of learning, then what is currently perceived as the challenge of change may, in fact, become the opportunity for a renaissance in higher education in the years ahead.”*

*—James Duderstadt  
President Emeritus  
University of Michigan*

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# The Purpose

This plan is intended to provide direction for The Texas A&M University System for the next 20 years. Its purpose is to focus planning efforts, guide decision making, and establish indicators for assessing the quality and direction of our work. Periodically, the plan will be re-evaluated and modified as the environment and needs of the state change. Clearly, it is impossible to predict the future with complete certainty, and the longer the time horizon, the less accurate the prediction. The Texas A&M University System is committed to the principle that a 20-year plan must be assessed and updated continually.

Attainment of the specific goals in each area will vary from member to member, but the spirit of the plan is that we must set high expectations for ourselves and be willing to assess our progress against those high expectations. For example, it is not anticipated that every institution will have the same retention rates or six-year graduation rates. A very dramatic increase in freshman retention at one institution may still leave it short of the system average, but the increase may be 100 percent and therefore exemplary. On the other hand, a modest percentage increase at another institution performing near or above the system average may also be a significant accomplishment.

For the plan to be effective, it must shape the thinking and the actions of the members over the next two decades. It does not require a lock-step approach for A&M System members' growth and development, but it does put forth a number of common themes for the work of all to be directed to the benefit of all. This is the intent of *The Integrative Plan*.

# The Environment

## *The Internal Environment*

The Texas A&M University System is a young organization in comparison to many systems of higher education. Although some A&M System members have been in existence for more than a century, others, such as the Health Science Center, are less than two years old in their present form. Many of the system's universities had long histories before joining the A&M System, but have been part of the system for a decade or less. In addition to the youth of the A&M System, its members vary greatly in mission and purpose. The goal of *The Integrative Plan* is not only to provide for the needs of each member,

but also to be a unifying effort that integrates the organizations and adds value individually and collectively.

Each member of The Texas A&M University System has its own goals, traditions, and culture. Diversity brings strength, and *The Integrative Plan* encourages each institution to develop to its fullest potential so that all members benefit from the success of each. This approach creates a complex planning challenge: develop goals that honor the principle “one size doesn’t fit all” and celebrate the great diversity of the A&M System. This diversity gives it strength and adds value to the higher educational enterprise in Texas.

The A&M System seeks to provide servant leadership to the state of Texas in improving higher education for the entire state. We will accomplish that by focusing on the unique missions of the institutions and agencies of the A&M System while we simultaneously address the more general issues related to the overall quality of higher education in Texas. Too often, progress in one system or individual institution has been achieved independent of consideration for other institutions or for the enterprise of higher education in Texas as a whole. Long-term progress will only be achieved when the whole of higher education is improved. One of our fundamental principles is that the quality of each component of the A&M System is dependent on the other components. The same principle applies in the relationship of the A&M System to the larger statewide enterprise of higher education.

## *The External Environment*

The time when higher education considered itself insulated from the world and able to make decisions without reference to external issues is long past. In developing *The Integrative Plan*, The Texas A&M University System sought information from external sources on a number of issues and incorporated the information into its planning process. An issue of particular concern in Texas is the underrepresentation of our growing minority populations in higher education. By 2030, seven of every 10 children in Texas elementary and secondary schools and six of every 10 college students are expected to be minorities, with Hispanics constituting the largest minority group. These increasing minority populations bring forward questions of access, affordability, teacher preparation, the relationship of universities with K-12 education, and the need for a more educated workforce in an economy dominated by knowledge and service work. Some of the additional issues that influenced *The Integrative Plan* include federal support for university research and the impact of information technology on instruction, research, and competition in the delivery of higher education.

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*“I can only say that I view education as the most important subject which we as a people can be engaged in.”*

—Abraham Lincoln

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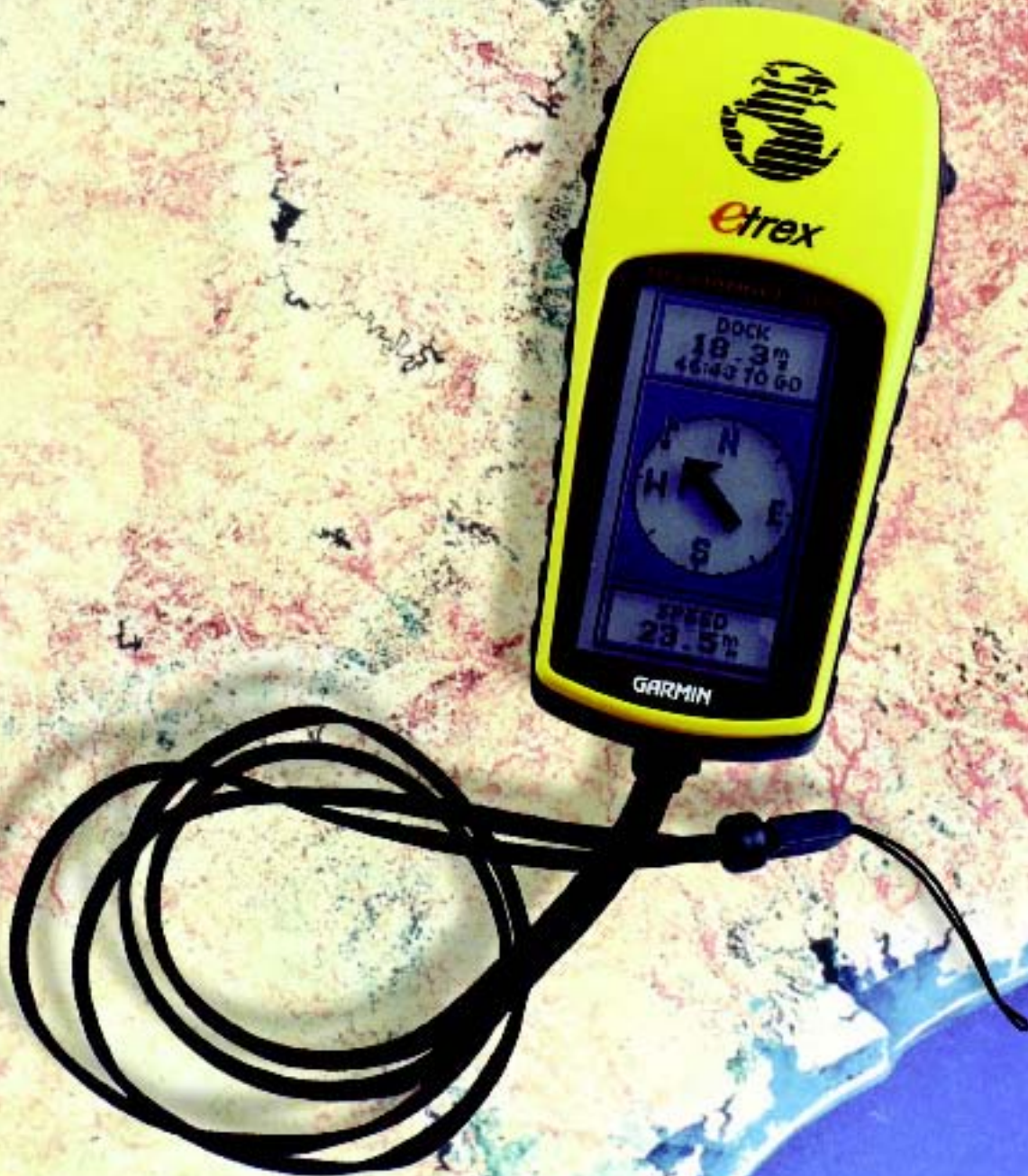
## *Quality*

We will not compare ourselves to ourselves nor will we be self-satisfied and complacent about our quality. That will not lead to the mature educational system required to assist Texas and its citizens over the next few decades. The measures for benchmarking ourselves and evaluating our quality and educational efficiency and effectiveness will be rigorous standards, commonly accepted by academic and public leadership. Our care for each member motivates us to strive for high standards because to accept less would weaken the member and the A&M System as a whole over time. Each organization in the A&M System will strive to be the best of its kind, and that will be defined by measurable, national standards of excellence.

## *The Genesis and Organization of the Plan*

Many ideas have been generated through discussion with the regents, the chief executive officers of the institutions and agencies, and the executive staff of the A&M System. These ideas have guided the development of the plan. The body of the plan is organized by azimuths, those general principles that will give direction to the A&M System over the next 20 years, and initiatives, more specific actions that will be encouraged to effect positive movement in the direction that the azimuths chart. Goals are included. Assessment of progress along the azimuths will be part of the continuous improvement process and will lead to the quality that all expect in our service to Texas, the nation, and the world.

# The Azimuths





# Foster Collaboration Among System Institutions

The Texas A&M University System is strong when each university and agency pursues its own mission with urgency and determination within the overall system mission. The A&M System will achieve its greatest strength when the complementary but distinctive missions interact in a more tightly coupled manner than is found among free-standing organizations in a loose federation. Collaboration brings strengths which increase the potency of all institutions. In turn, collaboration creates interdependence, and it is desirable that all institutions within the A&M System have this mutually dependent relationship with each other. Such interdependence will lead to a stronger and more mature organization.

*Develop, communicate, and implement clearly defined missions.*

**Effective collaboration requires clearly defined missions for A&M System institutions.**

**Texas A&M University** - Texas A&M University has grown to be a premier research institution, important to Texas, the nation, and the world. It will continue to develop and offer strong core programs that serve the needs of undergraduate students. Texas A&M's unique role in the A&M System is as a major research institution. As such, it will give a greater emphasis to expanding its graduate enrollment, while maintaining undergraduate enrollment at its current level. For Texas A&M, the capability to perform significant original research and to couple this research to the educational program at the graduate and undergraduate levels is crucial for its becoming one of the 10 best public universities in the United States, as projected in its institutional plan, *Vision 2020: Creating a Culture of Excellence*.

**The Comprehensive Universities** - The comprehensive universities of The Texas A&M University System will focus on strong undergraduate programs that develop critical thinking, verbal and written communication skills, computational and technological competence, leadership skills, the ability to work collaboratively, and the disposition to become lifelong learners. Teacher education is a critical mission for the comprehensive universities, as is providing access to undergraduate education throughout the state. Graduate programs will focus on distinctive competencies and regional needs. These characteristics of comprehensive universities will

reinforce the development and enhancement of the distinctive competencies of each of the A&M System members. The comprehensive universities will identify exemplary institutions with similar missions against which to measure their progress.

**The Agencies** - The traditional strengths of the agricultural and engineering agencies and their philosophical commitment to the statewide land-grant mission of education, research, and service will be further enhanced and expanded as The Texas A&M University System continues to develop and mature. Agencies will exemplify servant leadership; stimulate research discoveries and learning systems; serve citizens and industry in urban and rural areas through outreach education and lifelong learning; and protect and manage the conservation of our state's renewable and natural resources. Strong industry, community, and public-private partnerships are critical to the mission of the agencies. The agencies will continue to provide value to The Texas A&M University System and to improve the quality of life for citizens of Texas, the nation, and world. The agencies will seek cooperative and collaborative relationships among themselves and with the universities to create a stronger, interdependent system of higher education which ensures lifelong learning for all citizens, independent of age, geographic location, or socioeconomic level. The agencies are particularly suited for forming collaborations and will move ahead to do so at a rapid pace.

**The Health Science Center** - With combined roles of teaching, research, service, and outreach, the Health Science Center embodies roles traditionally associated with both universities and agencies. Its mission, defined in part by the relationship it has to our universities and agencies, will be differentiated over time. It will become a unique Health Science Center in the United States. Given this mix of characteristics and the evolving identity of the Health Science Center, it is considered an academic institution of the A&M System.



## Goal:

**A family of organizations, each with its own distinctive mission, but united in purpose to serve Texas.** Have plans and take actions that differentiate each member from the others, but stimulate interdependence within the A&M System. Attain recognition of the missions and distinctive competencies of A&M System institutions among key audiences.

## *Achieve maximum collaboration among academic and research programs.*

Collaboration among A&M System members will have many benefits. The most important benefit, because of its centrality to the mission of the Texas A&M University System, is the strength it will bring to our academic and research programs. Offerings and initiatives that bridge the goals and aspirations of the various members of The Texas A&M University System will be developed. These will build on the distinctive competencies of members and contribute to the A&M System's academic strength. Opportunities for collaboration with other system members will be considered on all research projects, academic degree programs, and academic courses, and evidence of such consideration will be part of program and research reviews. The agencies, which are uniquely positioned to foster collaboration across boundaries, will move strongly to do so. As an organization of agencies and universities, our paramount purpose is to provide academically excellent opportunity to Texas learners.




### **Goal:**

**A current baseline will be established** for the number of collaborative or joint degree programs, collaborative research projects, and collaboratively taught academic courses, and goals will be established.

## *Furnish access to resources in and out of the A&M System.*

Electronic communication influences every aspect of institutional life. While each A&M System organization may have different communication needs, all demand electronic information resources. Distance learning programs allow us to serve more effectively a broader population of learners, and our institutions will build programs that provide access. In many cases, programs may share distinctive competencies from other institutions in the A&M System, allowing those from both inside and outside access to the best thinking we have to offer the state and the nation. Our library resources will be completely shared across institutional lines. Transparency in both software and hardware will be developed so that any user, anywhere, in or out of the A&M System, will be able to access intellectual resources housed in our libraries through a single access framework. While progress is being made, more uniform means of electronic access will be developed to allow





for the highest degree of collaboration and interdependence among the A&M System members. This is good stewardship of state resources.

**Goal:**

All A&M System intellectual resources, libraries, financial information management systems, and student information management systems will be compatible and accessible from any A&M System member.

***Provide pipelines to graduate and professional school for graduates of A&M System institutions.***

Access to graduate and professional study at all Texas A&M University System institutions for students from other A&M System universities who meet entry criteria will be encouraged, and programs will be developed to expedite the process. These programs will be especially helpful in building positive working relationships among system institutions and encouraging the A&M System to act as a coordinated whole. This effectiveness and interdependence will be the hallmark of The Texas A&M University System in 2020, and a model for the state.



**Goal:**

Graduates from A&M System institutions who meet qualifications for admission to graduate and professional schools within the A&M System will be given special consideration in the admissions process.

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***“Come, my friends, it is not too late to make a better world.”***

***—Lord Alfred Tennyson  
(1809–1892)***

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## *Share best practices and establish linkages among like divisions or departments across the A&M System.*

Some administrative divisions and academic areas already meet annually to share best practices and to establish connections that can lead to collaboration and understanding across institutional lines. Administrative and academic leaders will take the initiative in establishing more such formal and informal connections across the A&M System.



### **Goal:**

Formal and informal connections among like divisions or departments across the A&M System.

# Provide Educational Access and Excellence and Nurture Educational Success

Participation in higher education is a foundational element for a free society

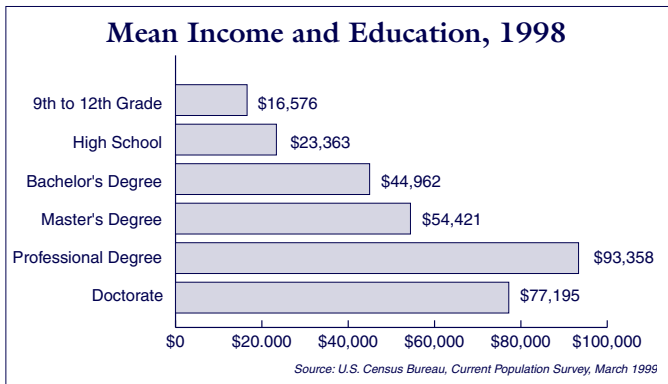


Fig. 1

and its economy. The nature of democracy is that informed citizens make better choices about leadership and offer greater hope for our country. A better-educated population provides a stronger economic base offering more career choices for all. The changing demographics of Texas will require that we offer opportunity to a vastly different population in the next 50 years than we did in the last 50.

The Texas A&M University System must serve the full population of Texas; it must provide

support for learners who have the desire and capability to exploit the power of an education, for themselves, their families, and for the common good. The A&M System must attract students who are diverse in many ways, including more from traditionally underrepresented groups and more first-generation college students. When students arrive, they will find environments that are demanding, yet supportive. Access and excellence must be built together and will never be seen as mutually exclusive.

## *Manage growth to provide appropriate educational access.*

Texas has a unique system of higher education in that it has five public systems, five independent public four-year institutions, many private four-year institutions, a community college system tied to localities, and the Texas State Technical College System. The Texas Higher Education Coordinating Board is charged with overseeing the higher education enterprise in Texas, but in reality, decisions about growth and placement of higher education institutions are usually made by the Legislature. Within the constraints of this state higher education environment, The Texas A&M University System must manage its growth in enrollment and programs to provide appropriate access to education at A&M System institutions. Distance education must be a consideration in accommodating growing enrollments.

Specific issues to consider include that moderate growth in enrollment is expected in Central Texas and the Upper Rio Grande by 2010, while

large increases are expected in South Texas, the Metroplex, and the Gulf Coast. Texas A&M University-Corpus Christi, Texas A&M University-Kingsville, and Texas A&M International University now serve about

30 percent of undergraduates attending four-year institutions in South Texas. The growth projections are based on current levels of higher education participation. Texas lags behind other states in higher education enrollment, especially among minorities. With the expectation and goal of having higher education participation increase among Texas youth, issues of providing access to undergraduate education will be even more important. Other issues

of growth have to do with the evolution of programs and missions at comprehensive universities, as well as the number and location of Research I institutions in Texas. The Texas A&M University System must ground its decisions about growth on what will best serve the state and must work diligently with all higher education interests to bring opportunity and excellence to Texans.

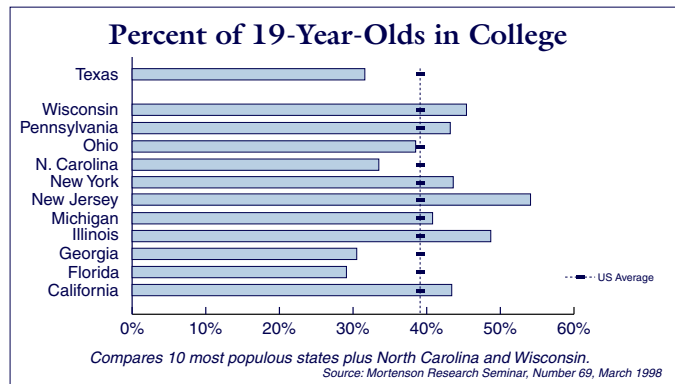


Fig. 2

## Goal:

Increase the enrollment and program capacity of the A&M System institutions in South Texas to serve the educational needs of the growing population. **Help increase the percentage of prepared 19-year-olds attending college to the average of the 10 most populous states and provide access and opportunity to 50 percent of the undergraduate students attending four-year institutions in South Texas.**

## *Increase the participation and success of underrepresented groups at all A&M System institutions.*

A dramatic change in the composition of the state's population is under way. By 2010 the Anglo population of Texas will no longer be the majority. As a statewide institution, the student population at Texas A&M University must roughly match the demographics of the college-bound population of Texas. Eventually, as participation in higher education is more equal across ethnic groups, the enrollment of Texas A&M University will match the demographic distribution of the state.

The student populations of other A&M System institutions will be in line with the demographics of each service area. The Texas A&M University System will aggressively seek to bring educational

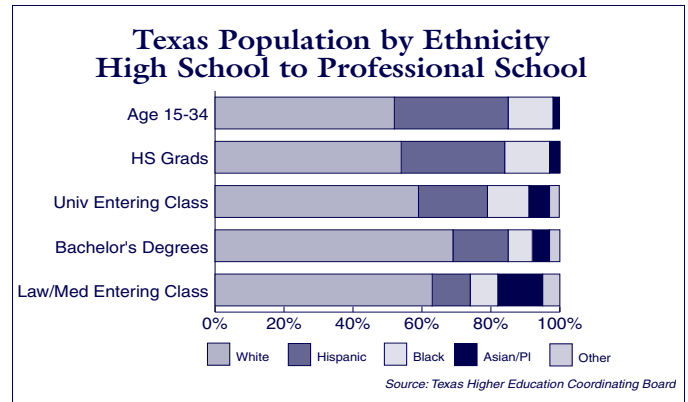
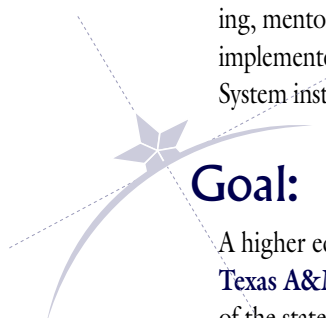


Fig. 3

access and success to traditionally underrepresented groups through more partnerships with public education and community colleges, as well as recruiting, mentoring, and retention efforts. Best practices will be investigated and implemented and innovative approaches to service will be developed by A&M System institutions.



## Goal:

A higher education system that represents the state it serves. **Enrollment at Texas A&M University will reflect the general population characteristics of the state, and enrollment at the other Texas A&M University System institutions will reflect the demographics of their service areas.**

## *Foster educational success through innovative programs and services that integrate students into the intellectual and social life of the universities.*

Students whose intellectual and social development are integrated into the life of an institution are more likely to be retained and to graduate. Programs and services that foster such integration will be the hallmark of the universities in The Texas A&M University System. These programs will undoubtedly take different forms at each university depending on mission and service region. Within each campus environment, the programs that will integrate students into the intellectual and social life of the institution and thus lead to student academic success must be identified, implemented, and continually improved. A primary component of all such programs must be the interaction of faculty

and students in and out of the classroom. Students will continue in their studies and graduate in a timely manner. It is recognized that institutions will have lower retention rates or require more time to graduation when more students attend part time, are older with job and family responsibilities, or may have entered with less preparation. However, our expectations for our students are high and our commitment to their success is equally high.

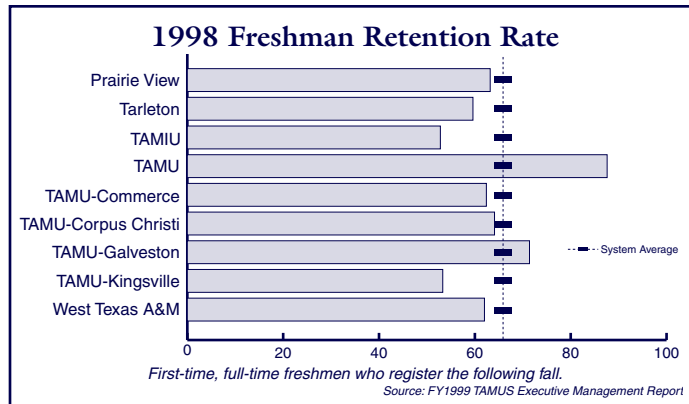


Fig. 4

## Goal:

While retention and graduation rates will vary from institution to institution, we expect continuous improvement and that, on average, The Texas A&M University System will have **80 percent retention rates for first-time, full-time freshmen and 60 percent six-year graduation rates for first-time, full-time freshmen, including students who graduate from another institution.**

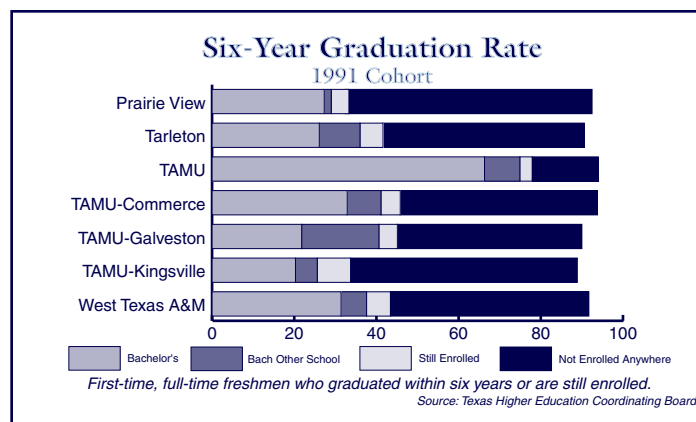


Fig. 5

## Use technology, where appropriate, to increase access to excellence.

Distance education will become a powerful force in reaching all parts of Texas, the nation, and the world. The Texas A&M University System will have a coordinated plan for distance education that focuses on the distinctive competencies of each institution and extending those to all who can benefit from them. The agencies will work to serve more Texans through Web-based interaction for both formal continuing education courses and informal advice and counsel. The academic institutions will focus distance education efforts on post-baccalaureate degree programs, although not to the exclusion of undergraduate courses or programs where appropriate. Additionally, continuing education courses will be developed in concert with business and industry in Texas and beyond. The distance education initiatives established by our

members will increase the effectiveness of on-campus instruction. The high degree of interaction between faculty and students through electronic communication will be carried into courses for residential students as well.

Distance education will provide the opportunity for students in The Texas A&M University System to access the best the system offers. In addition, many of the agency programs that serve millions of Texans every year will be increased in efficacy and impact through well-developed distance education efforts. The Texas A&M University System will become a leader in integrating distance and traditional educational opportunities to serve the needs of the state.



## Goal:

**Easy access to the best courses at all A&M System universities and extension activity at or through agencies.** The percent of students taking academic and continuing education courses via distance education and the number of academic degree programs available via distance education are expected to grow dramatically. Baseline data will be established and goals set that will help position The Texas A&M University System as a leader in distributed teaching and learning.

## *Cultivate partnerships with community colleges.*

The Texas A&M University System will develop stronger, more productive working relationships with the community colleges of the state. Increasing numbers of students, many of them minorities, are choosing to attend community colleges. It is essential that the transfer of students from community colleges to four-year institutions be increased. In Texas, about 38 percent of those who start on an academic track at a public community college transfer to a public four-year institution. Of those who do transfer, 43 percent graduate, but, overall, only 16 percent of those who start on an academic track at a community college graduate from a four-year institution. Strong affiliations with community colleges, either through traditional articulation agreements or imaginative new relationships, will be established. Transfer of hours will be easy to understand and accomplish. Community college graduates will be offered special admissions status to our senior institutions to encourage them to continue study. A seamless relationship of post-secondary educational experience in Texas is required to effectively serve the state, and The Texas A&M University System will be a leader in weaving that seamless fabric of education.



## Goal:

Achieve greater transfer rates and completion rates for students who begin their university education at community colleges. **Have community college transfer students make up 40 percent of upper-division enrollment and strive for 70 percent of community college transfers to complete their bachelor's degree in six years, on average, across the A&M System.**

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*“Our demographers have painted a gloomy picture of what Texas would be like into the next century if we do not do a much better job of educating all our people. We’ll have a growing unskilled, under-educated workforce, more spending on social programs, higher rates of crime, less ability to compete successfully with other states, and less ability to have a higher quality of life for all Texans.”*

*—Commissioner Don Brown  
presentation to the Texas Higher Education  
Coordinating Board Planning Committee  
September 29, 1999*

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# Increase the Value of Our Academic Programs

At the heart of every university are excellent academic programs. We must strive constantly to increase the value of our academic programs as evidenced by pass rates on certification exams, job placement rates that show the desirability of our graduates to employers in and out of Texas, and participation rates in graduate and professional programs by our graduates. In addition, the personal satisfaction and growth experienced by individuals must be recognized as essential components of the value of our academic programs. Each university will set goals against which the progress of its academic programs will be measured. The goals will be established by benchmarking performance against that of appropriate institutions.

## *Deliver core programs that develop essential academic and life skills in all students.*

Every A&M System university will provide core academic programs that develop critical thinking, verbal and written communication skills, computational and technological skills, leadership skills, and the ability to work collaboratively. Our core programs will encourage students to become lifelong learners, an increasingly important characteristic in our rapidly changing world. Experiences that build understanding of cultural differences and increase global awareness will be incorporated. There must be a continuing dialogue on the form the curriculum takes. Retention and assistance programs must be in place to support students from educationally disadvantaged backgrounds, including first-generation college students, in the mastery of this curriculum. Mastery of core academic skills will provide opportunity to individuals and add value to the Texas economy.



### Goal:

**Each university in The Texas A&M University System will deliver the highest quality core academic programs that develop essential academic and life skills in all students.** The Texas A&M University System will use the National Survey of Student Engagement or an equivalent instrument with samples of freshman and senior students to indicate the effectiveness of core academic programs, to improve performance, and to provide evidence to stakeholders of the quality of undergraduate education.

# Produce highly qualified graduates for the state of Texas and beyond.

The Texas A&M University System is committed to improving the state of Texas and beyond by producing highly qualified graduates. How to best measure the individual and collective impact of higher education and its quality is a continuing debate nationally and internationally. Members of The Texas A&M University System must be active participants in this debate. We are committed to being accountable for educational outcomes and to improving them. The members of the A&M System will develop and implement multi-dimensional measures of program quality, student attainment, and the individual and collective impact of education. We will use these measures to continually improve the qualifications of our graduates.

## Goal:

**Goal:** Continually improve the outcomes of education in The Texas A&M University System through assessment. One yardstick will be **improvement of pass rates on all licensure exams** taken by students in The Texas A&M University System.

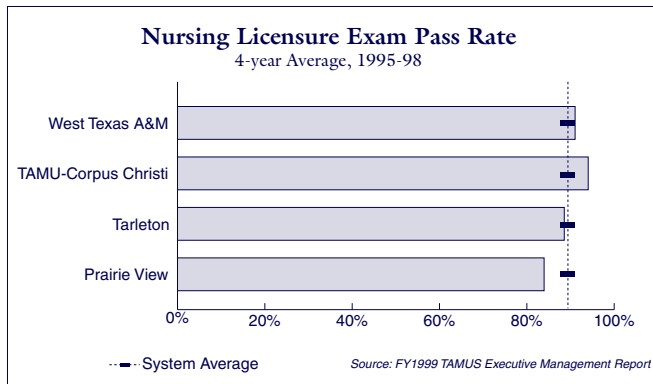


Fig. 6

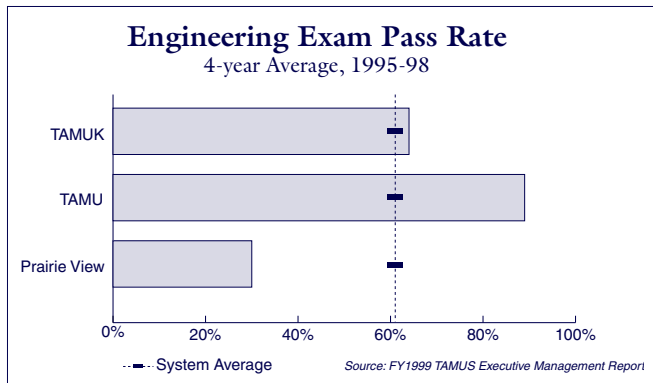


Fig. 7

## *Focus on academic programs that provide distinctive competencies for each member.*

All universities in The Texas A&M University System will provide excellence in core programs. The A&M System's value will be further enhanced by members' distinctive academic programs, which will be coordinated with and among A&M System members. These programs will be recognized at the national or global level for the quality they bring to a specific area of study. Smaller institutions will have fewer distinctive competencies. A larger institution will have a greater number of distinctive competencies. Agencies, to be truly effective, must operate from the same perspective. Distinctive competencies will never be a substitute for core excellence, but the absence of nationally recognized distinctiveness will lessen the attraction of the institution and the A&M System.



### **Goal:**

**Goal:** National recognition of an academic or other program for each university and agency. **Documented evidence of excellence** in a field or specialization at the national level by a respected source.

## *Recruit, develop, retain, and reward superior faculty who understand and are committed to their institutional missions.*

Faculty members are the strength of our universities. All members of The Texas A&M University System will recruit, develop, retain, and reward faculty who embrace the institutional mission and who pursue its accomplishment with energy and intellectual creativity. Faculty will be involved in research activities related to their development and the renewal of educational material. Faculty must teach well, publish regularly, advise and counsel students as individuals and in organizations, participate in community life, and lead professional and scholarly organizations. Faculty salaries and support, as well as creation and maintenance of environments that support vigorous academic communities, must be a priority of the A&M System. Rigorous annual review processes and post-tenure review will be the norm, with achievement criteria

relevant to the mission and needs of each institution. The leadership of the universities will challenge and require the very best from all faculty.



## Goal:

Faculty, as **measured by commonly accepted standards**, will compare favorably to peers at institutions having similar missions and recognized as excellent. Examples of standards include holding a terminal degree, publication in refereed journals, membership in scholarly societies or national academies, number of research grants, and teaching or research awards.

## *Recruit, develop, retain, and reward excellent staff and administrators who understand and are committed to their institutional missions.*

Faculty are the strength of the universities, but the support of staff and administrators is essential to accomplishing the teaching, research, and service missions of the institutions and agencies. Staff and administrators, as well as faculty, must understand and commit to institutional missions. An institutional environment should be cultivated in which there are high expectations for staff, their contributions to institutional progress are valued, opportunities for professional growth are provided, enlightened and rigorous review processes are the norm, and fair compensation systems are in place.



## Goal:

**Achieve high levels of understanding of institutional mission** among staff and administrators and high satisfaction levels.

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*“The principal justification for the existence of a college or university does not rest on its capacity simply to provide credentials, but on its capacity to create educational environments, teaching practices, and evaluative procedures that result in solid learning for the students to be served.”*

—Arthur Chickering  
Higher Education Scholar

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## *Enhance undergraduate, graduate, and continuing education with the use of innovative instructional technology.*

Programs will use innovative instructional technology to improve educational outcomes. At this time, that may mean using a list-serve in a residentially based class to engage classmates in discussion, or it may mean the use of distance education technology to provide access to programs otherwise not available. In the future, the technologies and their applications will no doubt change. A&M System universities and agencies will lead in the application of innovative technology to learning. To achieve this leadership, some faculty and staff must be actively involved in the development and application of new technologies, and their efforts must be supported. Others not actively involved in the development of new approaches must have opportunities to stay abreast of technological advances.




### **Goal:**

**Establish a baseline** for the percentage of faculty using up-to-date instructional technology and the percentage of classrooms equipped to use instructional technology and increase appropriately to enhance learning.

## *Be responsive to emerging disciplines and the needs of employers.*

A responsive and well-educated workforce will build the economy of Texas as it changes. Shifts in business and industry suggest a greater demand in service and technology disciplines that will spawn new opportunities for graduates. The Report of the Governor's Texas Strategic Economic Development Planning Commission pointed to education and workforce development as the state's number one economic development priority. It noted that the state needs more highly educated workers, as well as curricula that are more responsive to changes in the economy. New disciplines in areas related to technology and service industries are being born regularly. The need for webmasters, corporate art curators, intermodal transportation experts, and other knowledge and service professionals are just a few examples. The A&M System universities and agencies must respond to new needs as they emerge in the energetic economy of Texas. Systemwide forums will be established in which university leaders regularly meet with corporate executives to discuss



emerging needs. Leading businesses and industries in Texas will indicate increasing satisfaction with graduates of A&M System institutions.

## **Goal:**

**Increase the level of satisfaction** of employers with A&M System graduates in terms of discipline-specific skills, written and verbal communication skills, computer literacy, ability to work collaboratively, ability to work in international and multicultural environments, and leadership.

## ***Integrate agency researchers and staff into the academic pursuits of the universities.***

Our knowledge-generating, knowledge-sharing missions require that staff, scientists, researchers, and scholars of the agencies work closely with faculty at the universities. Many projects and initiatives already cross the boundaries between agencies and universities. In the future, the work of both will become more integrated and as many faculty as is practicable will have appointments in appropriate A&M System agencies. Likewise, researchers and scholars in the various agencies will be afforded faculty status at A&M System universities. This will promote interaction among the organizations and provide opportunity for both graduate and undergraduate students to become more involved in the knowledge-generating, knowledge-sharing work of the agencies associated with The Texas A&M University System.



## **Goal:**

**Thirty percent of the faculty in the universities and the research staff** of the agencies will be on some form of shared appointment.

## ***Emphasize leadership development and civic responsibility.***

The Texas A&M University System is fully committed to strong leadership development, moral and ethical skill development, and strong participation in the democratic society being a central feature of all our universities. Student-led and student-developed activities are one avenue for such development. Student activities will be viewed as important parts of the educational process

and will distinguish our institutions for the leadership development opportunities they bring. Integrating the development of leadership and civic responsibility into the curriculum will also distinguish The Texas A&M University System.



## Goal:

The Texas A&M University System will use the National Survey of Student Engagement or an equivalent instrument with samples of freshman and senior students to indicate **the development of leadership and civic responsibility in its students.**

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*“The benefits of education and free knowledge, generally diffused through a community, are essential to the preservation of a free government.”*

*—Sam Houston*

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# Increase the Value of Our Scholarship and Research

The knowledge generated through research, scholarship, and creative activity is transforming our lives—how we work, how we communicate, how we live

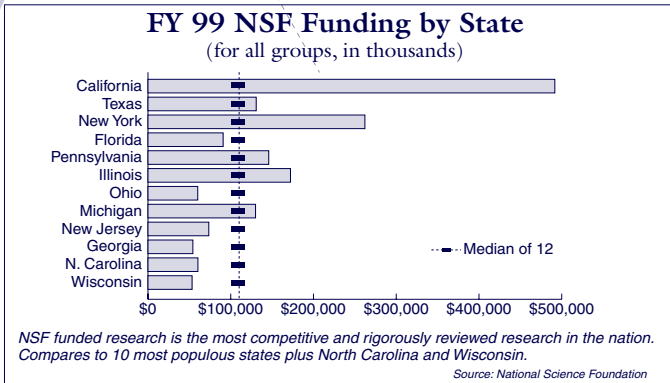


Fig. 8

our daily lives, how our societies function. The research activities of The Texas A&M University System will be central to this progress. Sponsored research programs will vary in intensity and focus from institution to institution and agency to agency, but it is clear that

research and the application of research will be critical in the ascension of the Texas higher education enterprise to national leadership. Innovative research will not only provide incentive to faculty and students, but it will assist in fueling the Texas economy and offer new jobs and career opportunities for Texans. The Texas A&M University System has thus far played a major role in the development of new industry for Texas through research. National leadership, however, will require enhanced resources for focused research by qualified faculty and scholars throughout The Texas A&M University System.

## *Celebrate and support the broad research mission of Texas A&M University.*

Texas A&M University, as a Research I university, has a more encompassing mission with regard to research than other universities in the A&M System. Decisions must still be made, and constantly reviewed, on areas of focus for sponsored research. A fundamental question is whether to build on current research excellence or open new areas of research. The university must make such decisions deliberately and with appropriate input. The commitment to research at Texas A&M will be evident in resource allocations, as well as in tenure and promotion requirements. This mission will be celebrated and supported.





## Goal:

Texas A&M University will attain **top five status in total research funding** and **top 10 status in federally funded research**.

## *Have targeted research missions for agencies and comprehensive A&M System universities.*

Each agency and comprehensive university will have a focused sponsored research agenda that is responsive to its mission and the area it serves. The research missions, while constructed on the unit level, will gain greatest strength if there is understanding and appreciation for the mission of each institution with respect to the other. This will not limit research activity or hamper creativity, but will gain maximum advantage from the integrated programs of The Texas A&M University System. Each institution must assess its current and predicted strengths relative to the environment in which it exists and make institutional commitments to pursue those strengths before others. While the agencies should have distinct research strengths, they will act as the catalyst in many cases to aid the campuses in defining and carrying out their research mission, especially where research infrastructure may be modest. Having targeted research missions will bring distinction to the member institution and the whole A&M System.



## Goal:

Research excellence will increase steadily. **Double research funding across A&M System institutions and agencies**, with half coming from federally funded research.

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*“Scholarship, though it is rooted in individual insight and personal inquiry, is a cooperative venture, supported by public funds and private patrons as a social enterprise, because it enriches human understanding and contributes to human well-being.”*

*—The Glion Declaration: The University at the Millennium*

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## *Enhance research collaboration among the universities and agencies.*

Cooperation among the members of the A&M System will create a whole that is greater than the sum of the parts. If institutions excel at different areas of research and have different foci, the opportunity to create and support integrated research across institutional boundaries will be strengthened. Complex problems that face Texas, the nation, and the world require interdisciplinary expertise. Outstanding disciplinary expertise, coupled through collaboration, will yield the strongest interdisciplinary efforts. Universities and agencies of The Texas A&M University System will build on the existing strength of their own scholars and bridge that strength into other institutions of the A&M System and beyond to enhance productivity and the interdependence of the universities and agencies. A mechanism for facilitating collaboration among researchers and scholars must be established.




### **Goal:**

Build research and scholarship activity that requires distinctive competencies of A&M System institutions to complete the work. This will allow focus on member and A&M System potential. **Increase by a factor of five the number of inter-institutional research** and scholarly projects that are funded by external sources.

## *Enhance research collaboration with business and industry.*

Research collaboration with industry is already a strong component of many A&M System institutions and agencies. However, collaboration with business and industry should be further developed to guide and nurture informed research and application of that research to state economic development. The Texas A&M University System will establish a cooperative research program with industry to identify and promote basic research that will benefit students, faculty, citizens, and the state's economy. A program of matching grants, with funding provided by the state, will be established to fund peer-reviewed projects in identified fields. Such collaboration requires that the university and the state create an environment that encourages informed risk-taking and entrepreneurial efforts. The expected outcomes



include promotion of early research, expediting development of new products and technologies, the education of workers for knowledge-based industries, and the stimulation of the high-tech economy. This will require the research agencies to play a greater role in the state's urban areas.

## Goal:

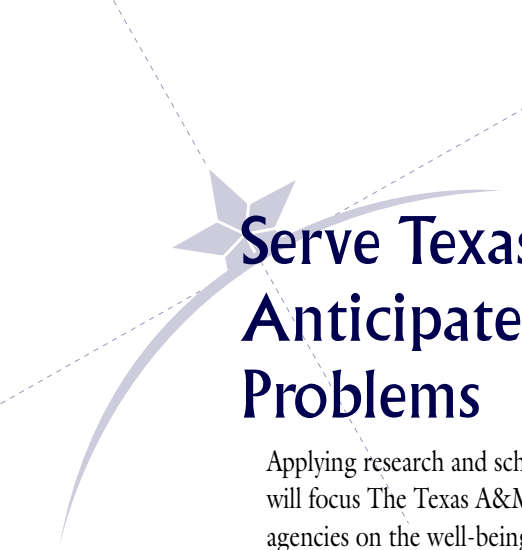
Research in collaboration with business and industry will be increased to provide opportunity for faculty and student application of knowledge to pressing Texas problems. **Double industry-sponsored research** at institutions and agencies of the A&M System.

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*“Great discoveries and improvements invariably involve the cooperation of many minds.”*

—Alexander Graham Bell  
1847–1922

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# Serve Texas and Beyond: Anticipate and Solve Critical Problems

Applying research and scholarship to the solution of real problems in Texas will focus The Texas A&M University System family of universities and agencies on the well-being of the state. This means that we will work with business and industry in the state, that we will partner with public and private educational institutions to provide lifelong educational opportunity, and that service to citizens will mark the work of our faculty, staff, and students. Service is the fundamental concept upon which the A&M System was founded and service will be its fundamental concept in this century.

## *Develop the distinctive competency of service throughout the A&M System and broaden the concept of outreach beyond agriculture and engineering.*

Texas A&M University, Prairie View A&M University, and the agencies of The Texas A&M University System have a long and distinguished commitment to service, born out of their land-grant designation and history. The other members, although not chartered as land-grant institutions, have a similar commitment to service. That commitment must be a hallmark of all the institutions in the A&M System. The A&M service agencies will play a special role in helping to extend the services of the universities and in continuing the development of a culture of service throughout the A&M System.

The Morrill Act of 1862 called for the establishment of colleges which, “without excluding other scientific or classical studies,” would teach “such branches of learning as are related to agriculture and mechanic arts.” We must update our understanding of the land-grant service mission to one which goes beyond agriculture and engineering to one which encompasses 21st-century urban concerns. Each institution will, in light of its mission, articulate how it will serve its community, the state, the nation, and the world. The notion of service will be integrated into academic programs, as well as evidenced in traditional outreach programs.



## Goal:

A commitment of **service to Texans evidenced by nationally significant programs** of university outreach in many disciplines and areas of expertise and satisfaction among users of outreach programs.

## *Enhance partnerships with business, industry, and government to facilitate the solution of critical problems.*

Partnerships with business, industry, and government will keep The Texas A&M University System in touch with the needs of the environment in which it exists—an environment that needs educated citizens capable of understanding, engaging with, and enhancing the world in which they live just as much as it needs workers trained to do jobs that will fuel the economy. Special attention will be paid to the development of intellectual property and the transfer of technology to the private sector.



## Goal:

Establish a systemwide **business incubator that will create new resources for Texas at four times the present rate, and double the number of patents issued through our institutions and agencies.**

## *Create and sustain exemplary partnerships with public education, communities, and parents to improve student preparation and teacher education.*

The effectiveness of public education in Texas has started to improve in recent years. However, much progress remains to be made. Successful partnerships of higher education institutions with public education, communities and parents have already been shown to be a significant factor in improved student preparation and teacher quality. Taking a leadership role in implementing such partnerships and continuously improving

them through regular evaluation will be a major emphasis of institutions in The Texas A&M University System. Higher education cannot thrive without students who receive adequate preparation in public schools and who are motivated to attend college. Students cannot obtain that preparation without highly qualified teachers. Effective partnerships can play a significant role in developing students and teachers.

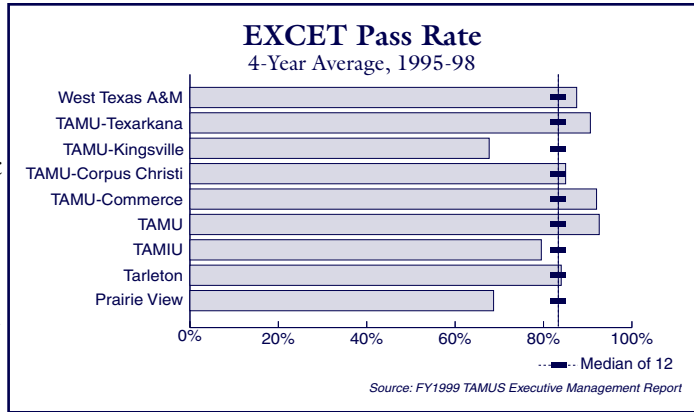


Fig. 9

## Goal:

Attain 95 percent pass rates on appropriate examinations for teacher certification from all A&M System institutions.

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*“If you are planning for one year, grow rice. If you are planning for twenty years, grow trees. If you are planning for centuries, grow and educate people.”*

—Chinese proverb  
1847–1922

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# Enhance Acquisition of Resources and Maximize Their Effective Use

The Texas A&M University System must carefully manage resources from all sources, public and private, to meet its goal of increasing educational opportunity and excellence in Texas. A higher level of funding per student from the Legislature is essential and will be pursued. Research and service indirect costs and other forms of income from our knowledge work will be increased. Private giving will become a priority for each institution and agency to further generate needed resources. Students may be expected to pay more for educational opportunity, supported by a greater range of grants, loans, and work possibilities. Our stewardship of all resources must be impeccable, and accountability will be expected of all individuals.

## *Obtain increased state higher education funding, particularly general revenue, for access and research excellence.*

More Texans must obtain post-secondary education if they are to be participants in an increasingly knowledge-based society and economy. Access and

research excellence are equally critical. The A&M System must work in concert with all of Texas higher education to communicate to Texans the different and important missions that access and research excellence play in the state's economic and social future, and convince them to fund each accordingly. The state must provide higher education access to an increasing population, many of whom will seek education in their communities. If educated, that population can become an asset. If not, it can become a burden on the state's

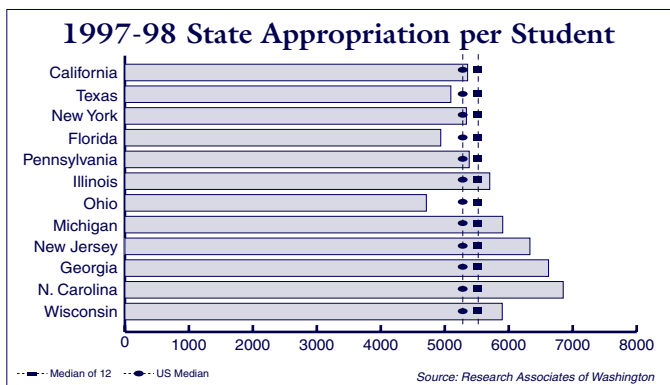


Fig. 10

resources. At the same time, the state must have outstanding research universities that produce the knowledge undergirding our economic stability. The Texas A&M University System must work diligently to convince Texans that funding both aspects of higher education is an investment in the state's future.

## Goal:

Appropriated funding on a per-student basis that exceeds the median of the 10 most populous states, as well as a doubling of the general revenue base for the agencies.

## *Increase funds available through research and service projects.*

Research and service work provides opportunity for both faculty and students to achieve academic success and to solve problems for Texans. Research funding, returned indirect costs, overhead, and other outcomes of the investigative process also provide additional funding that provides the means to obtain a margin of excellence and incentive to carry out effective work. The Texas A&M University System will develop research and service missions that produce residual income for the universities and agencies, and mechanisms will be in place to encourage energetic missions that produce income.

## Goal:

Increase extramural funding for research and service by a factor of three.

## *Enhance private giving to all A&M System members.*

Some universities have a culture of giving that provides funding for students, faculty, and administrators in the form of scholarships, endowed chairs, enhanced program funds, and special project funding. Agencies receive gifts that promote excellence to a lesser extent. In the future, private giving will need to increase and we will be more dependent on the stream of resources available through gifts.

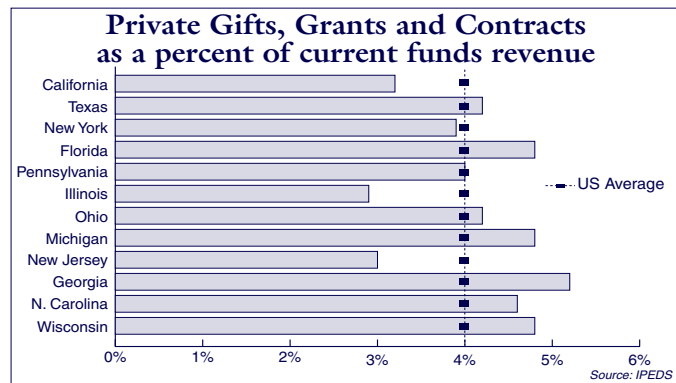


Fig. 11



The A&M System will encourage, in each member, the development of a culture of giving that assists in the accomplishment of its mission. Inspiring the desire and commitment of graduates to give their time and resources to the university that launched their careers will play an important role in increasing private giving.

**Goal:**

Private gifts and earnings on endowments will provide revenue equal to 10 percent of A&M System university and agency budgets.

*Have tuition and fees that more closely reflect the cost of education.*

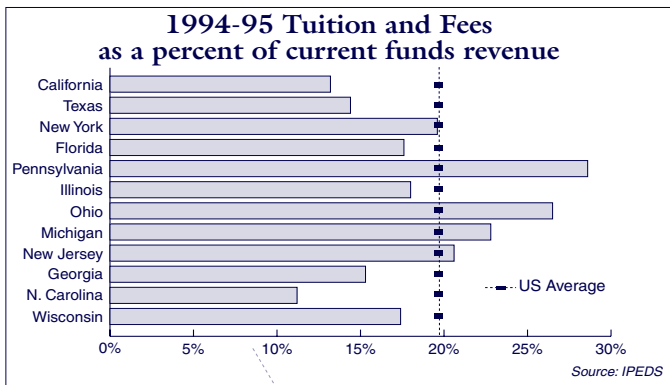


Fig. 12

The cost of the education a student receives is subsidized by the state, but at a decreasing proportion of total cost. The maintenance and enhancement of access and quality require a greater contribution from the direct beneficiaries of the educational process. Coupled with increased costs to students for educational opportunity must be increased scholarship, grant, loan, and other financial aid possibilities to offset increasing costs. The ability to charge differential tuition at the

state's Research I universities is one avenue which will be investigated.

**Goal:**

Tuition and fees at each university will be market responsive and will **reflect tuition and fee structures at the very best universities in their class nationally.**

## *Leverage resources to provide maximum benefit to the state and enhance accountability.*

Every way in which The Texas A&M University System can leverage the impact of resources must be explored and promising initiatives implemented. This includes more effective use of facilities through year-round operation; the negotiation of systemwide contracts for furnishings, software, hardware, and other appropriate items; voluntary four-year graduation contracts; and other innovative approaches to maximizing the effective use of every resource available to the system and its institutions. We must earn the trust and confidence of elected officials at all levels of government: federal, state, county, and city.



### **Goal:**

The A&M System universities and agencies will **set the standard nationally for efficiency and accountability** in the development and deployment of resources.

## *Clearly communicate to the public and the Legislature the benefits higher education brings to the state.*

All of Texas higher education, including The Texas A&M University System, must clearly communicate to the public and the Legislature the benefits higher education returns to the state through the education of its citizens, research, service activities, and economic development. The longer time horizon for measuring the value of that investment must also be made clear. The A&M System will embark on a longitudinal study, continually updated, tracking the impact of educational developments, patents, service programs, new knowledge, new business start-ups, spinoff industries, economic impact, and the social, moral, and ethical well-being of Texans that can be attributed to the work of The Texas A&M University System. The results of the work will be regularly shared with the public and the Legislature so the benefits of higher education may be more readily understood. Most important, this effort would allow for continual tuning of the offerings of the A&M System to best meet the needs of Texas and Texans.

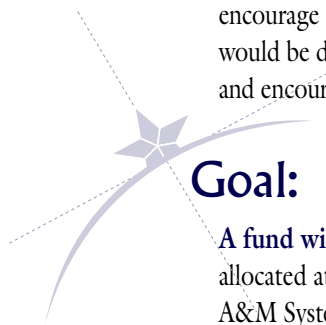


## Goal:

A **longitudinal study**, coordinated through the A&M System offices, that tracks the impact of higher education in Texas, and especially the positive effects of The Texas A&M University System. Findings will be reported regularly and be subject to scrutiny of the highest order.

## *Secure a source of funds at the A&M System level to encourage and reward excellence.*

The Texas A&M University System desires to increase the quality of its offerings. A source of excellence funding is required to recognize, support, and encourage quality initiatives of significance for the state. Excellence funding would be distributed to A&M System members by the chancellor to reward and encourage attainment of the A&M System's vision and goals.



## Goal:

A **fund will be established by** The Texas A&M University System, to be allocated at the discretion of the chancellor, to achieve the state's and the A&M System's vision for higher education.

# Implementing The Integrative Plan

The Integrative Plan has been configured with input from many people in The Texas A&M University System and with advice from friends of the A&M System. Implementation will be facilitated by six systemwide committees, each corresponding to an azimuth. The committee members will continue to refine the initiatives and goals and will provide leadership at the universities, agencies, and the Health Science Center for moving the A&M System in the direction of the azimuths. Each university, agency, and the Health Science Center will contribute to the attainment of the goals in ways appropriate to its specific mission. It is expected that individual institutional plans and the systemwide plan will evolve and develop over time. Our view is that strategic management is a continuous process and that planning and implementation must respond to changed forces in the environment and the unfolding expectations of our various publics.

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