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**2010-2015  
*Strategic Plan***

IT'S TIME FOR



**TEXAS A&M  
UNIVERSITY**

**College of  
Agriculture  
and Life  
Sciences**

### ***Gratitude to Our Administrators, Faculty, and Staff***

During the 2009–2010 academic year, the College of Agriculture and Life Sciences conducted a strategic planning process as part of the overall planning efforts for The Texas A&M University System and Texas A&M University. The College is grateful to the numerous individuals involved in creating a living document to guide our decisions and actions in the coming years. The College 2010–2015 Strategic Plan is our roadmap to the future.

### ***Strategic Planning Process***

During a September 2009 planning retreat, department heads reviewed Vision 2020, the Academic Master Plan, and existing plans for the College and departments as resources for priority direction. From that meeting, they proposed recommendations on how to achieve Vision 2020 and prioritized imperatives most important to the future of the College.

Department heads recommended faculty to serve on one of three planning committees, each with seven to eight members. Spread across departments, they represented a breadth of disciplines, from basic to applied and bench to social sciences, in the three areas of the College's mission: teaching, research, and engagement. Committee chairs included associate deans largely responsible for a specific area of the College. Appointed in December 2009, the faculty committees met in January and February and submitted their respective draft plans in early March 2010.

A combined draft plan based on common themes, priorities, and department head recommendations was distributed for departmental discussion and comment. Following several rounds of revisions and final approval by the department heads and the dean, the College of Agriculture and Life Sciences 2010–2015 Strategic Plan was submitted to the provost for inclusion in the University's plan.

The College plan clearly defines the distinct roles it plays in the land-grant mission. While its central role is teaching, the College conducts independent research and engagement programs as well as joint research and programs with Texas AgriLife Research and the Texas AgriLife Extension Service, also members of the A&M System. Their respective strategic plans reflect close alignment, collaboration, and synergy with the College.

This new College Strategic Plan lays out priorities and goals in teaching, research, and engagement and incorporates the priorities of our University home to achieve Vision 2020. It also encompasses the priority imperatives of the College: elevating the faculty, strengthening and enhancing the undergraduate and graduate experience, diversifying and globalizing the College and the University, and building engaging connections far beyond the University.

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Texas A&M University

**Texas A&M University**  
**College of Agriculture and Life Sciences**  
**2010-2015 Strategic Plan**

***Mission***

The College of Agriculture and Life Sciences fosters a stimulating educational environment that expands knowledge through discovery research and engages students in innovative learning experiences which empower them to serve and lead in our increasingly global society.

***Vision***

The College of Agriculture and Life Sciences will be a world leader in agriculture, life and natural resource sciences and the many related disciplines they contain.

Our values in achieving this vision are that we:

- Provide preeminent programs and people that are responsive to a diverse and growing clientele and fulfill our land grant mission of teaching, research and engagement.
- Engage outstanding faculty, staff, and students from a multitude of backgrounds and cultures in a positive and stimulating work environment.
- Create inspired teaching programs that motivate, excite, and reward students and prepare them to contribute to an ever-changing and increasingly global society.
- Foster research efforts that will draw on faculty excellence and involve student training to both increase basic knowledge as well as apply those discoveries to meet the needs of society.

### ***Preamble***

The College of Agriculture and Life Sciences is rich in the heritage of the land grant mission at Texas A&M University. We serve to educate future leaders as well as to discover new knowledge and transfer that knowledge to the benefit of Texas and the global society. We represent a wide range of disciplines that include both fundamental and translational aspects of biological, environmental, and social sciences. We are both an integral part of Texas A&M University and partners in our mission with AgriLife Research, AgriLife Extension, the Texas Forest Service and the Texas Veterinary Medical Diagnostic Laboratory, service agencies of The Texas A&M University System. This College strategic plan is part of the University plan and is paralleled by the separate strategic plans of our four partner agencies. Our College has undergraduate and graduate learning at its core but uses experiences, research and engagement to enhance this educational mission and increase our service to society. We share many research and engagement activities with our partner agencies while maintaining a variety of unique programs.

While our base and our heritage is agriculture, natural resources and life sciences, the scope of disciplines in agriculture has greatly expanded well beyond the core of applied agriculture and food production. Food and fiber production now includes a molecular understanding of all biological systems, providing the basis for our global reach

into the commerce and ecosystems domains. It includes the health, safety and medical implications of our food as well as the environmental impact of producing it. Because of this evolving breadth, our College is now including energy production, global climate change and human health in its focus. The human element of our efforts also makes us leaders in such areas as applied economics, tourism and youth development. Our greatly expanded role has extended both our reach and our sphere of responsibility.

The programs of our broad and complex College are all conducted with an eye toward the global presence of our impact. Through their national and international experiences, our students, staff and faculty must be knowledgeable of the world and our role in it. Society and industries need graduates who understand and appreciate the many different cultures and people in the world as well as in our own state and nation. Because of this need, our College also seeks to benefit from the strength and richness imparted through an educational and work environment that has many different opinions, perspectives, backgrounds and origins. We seek to reflect the diversity of the world in all we do and to gain from its strength.

## Imperative 1. Elevate Our Faculty and Their Teaching, Research, and Scholarship

### Goal 1. Enhance the stature of faculty

Strategy	Actions	Timeline	Responsible Office*
Recruit and recognize quality faculty from diverse backgrounds to broaden the thought and educational environment of our college.	1. Enhance development efforts to create four additional endowed chairs in five years.	1-5 years	DH, DD, Dean
	2. Recruit exceptional faculty in key areas with a focus to increase faculty in underrepresented groups by 33% in five years.	5 years	DH, Dean
	3. Achieve a minimum of 35% females among the College's faculty.	5 years	DH, Dean
	4. Capitalize on faculty positions gained and investments made in the Academic Master Plan IUMRI areas.	1-3 years	Dean
	5. Increase faculty nominations for the Faculty Fellows program by 50%.	3 years	DH
	6. Increase applicants for key faculty scholars programs (Packard Fellowship, Pew Scholars, Sloan, etc.).	2-3 years	DH
	7. Receive at least six University-level or national faculty awards each year.	1-5 years	DH, AVCER
	8. Actively organize submission of nominations of faculty to the national academies in collaboration with current academy members and the TAMU Vice President for Research.	2-3 years	AVCER
Promote extramural and international collaboration.	1. Assure adequate office and workspace for visiting scholars.	1-2 years	DH
	2. Supply staff support for processing visas, and other documents.	1-2 years	DOF,HR, DH
	3. Promote and support (financially and in evaluations) international teaching and research efforts by faculty.	1-5 years	DH, Dean
	4. Inventory current international teaching and research activities by faculty to address needs and capitalize on strengths.	1-2 years	Dean

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## **Imperative 1. Elevate Our Faculty and Their Teaching, Research, and Scholarship** *continued*

### **Goal 1. Enhance the stature of faculty**

Strategy	Actions	Timeline	Responsible Office*
<b>Enhance faculty matriculation and retention.</b>	1. Seek faculty salary parity within TAMU and with peer colleges through competitive salaries and position structures.	1-5 years	DH, Dean
	2. Retain competitive, valuable faculty.	1-5 years	DH, Dean
	3. Enhance mentoring of young and mid career faculty by more senior faculty through increased recognition of its value.	2-5 years	ADGFD
	4. Develop a web portal for faculty policies, procedures and tools (development opportunities).	2-3 years	ADGFD
	5. Foster a welcoming environment that values and rewards diversity of all types by departmental culture and College cultural competency workshops and its diversity plan (with climate assessments).	5 years	DH, ADGFD

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## **Imperative 1. Elevate Our Faculty and Their Teaching, Research, and Scholarship** *continued*

### **Goal 2. Sustain and grow teaching effectiveness and learning excellence that prepares students for life-long learning.**

Strategy	Actions	Timeline	Responsible Office*
<b>Expand faculty development and mentoring opportunities related to teaching.</b>	1. Establish a peer-teaching mentoring program for faculty within the majority of departments.	1-3years	DH, ADGFD
	2. Establish a faculty teaching-development workshop series to complement university-wide workshops.	2-3 years	DH, ADGFD
	3. Enhance program assessment and its use to improve learning outcomes.	1-5 years	ADA
<b>Strengthen nomination of instructors, especially teacher-scholars, for internal and external recognitions.</b>	1. Provide feedback from internal review processes.	1 year	DH, AVER
	2. Actively solicit diverse nominations such that the total number of nominations increases by 15%.	1-5 years	DH, AVER
	3. Receive at least three University-level or national faculty teaching awards each year.	1-5 years	Dean
<b>Recognize contributions to teaching in merit and promotion decisions.</b>	1. Define and disseminate expectations for faculty appointments and promotion and tenure requirements and process.	1-3 years	DH, ADGFD
	2. Enhance development, visibility and recognition of the pedagogical research to increase its value in the faculty evaluation process.	2-3 years	DH, ADGFD

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## **Imperative 1. Elevate Our Faculty and Their Teaching, Research, and Scholarship** *continued*

### **Goal 3. Increase basic and translational research.**

<b>Strategy</b>	<b>Actions</b>	<b>Timeline</b>	<b>Responsible Office*</b>
<b>Identify and build upon current areas of research strengths.</b>	1. Continue our strong partnership with AgriLife Research in its areas of programmatic emphasis through joint support for the majority of our faculty hires.	1-5 years	Dean
	2. Strengthen faculty participation in interdisciplinary research initiatives and interdisciplinary research efforts.	1-3 years	DH, Dean
	3. Increase research funding from competitive federal and state sources.	1-5 years	DH, Dean
<b>Increase our research and associated programming in youth development and other social sciences.</b>	1. Create a Youth Development Initiative with hire of Director and structured organization of personnel/activities.	1-2 years	Dean
	2. Create new collaborations within TAMU (eg. College of Education and Human Development and Liberal Arts) to secure three additional federally funded grants in social sciences or social dimensions of other projects.	1-5 years	DH, Dean
<b>Promote research excellence.</b>	1. Partner with AgriLife Research and the TAMU Vice President for Research, etc. to improve research facilities in high impact areas through administrative facilitation and financial partnering.	1-5 years	Dean
	2. Continue to contribute to seed and bridge funding to increase effectiveness of procuring outside funding.	1-5 years	DH, Dean
	3. Facilitate faculty development in grantsmanship through workshops and conferences by working with the University and agencies to cost share all funding requests with departments.	1-5 years	DH, Dean
	4. Continue emphasis on publishing scholarly work by faculty with highest quality peer-reviewed journals possible.	1-5 years	DH

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## Imperative 2. Strengthen our Graduate Programs

### Goal 1. Increase and diversify our graduate student body.

Strategy	Actions	Timeline	Responsible Office*
Elevate efforts in graduate recruiting.	1. Increase recruiting efforts for graduate students from under-represented groups to achieve a 10% increase in two years and 25% increase in five years.	2-5 years	DH, ADGFD
	2. Develop a web portal and print materials for graduate recruiting.	1-2 years	ADGFD,AC
	3. Increase financial support to recruit graduate students, particularly high-achieving prospects and prospects who add diversity in fellowship programs such as IGERT, Challenge grants, Sloan, and Bridges programs.	1-3 years	DH, Dean
	4. Increase coordination with System Universities and pipeline programs (ie: LSAMP & Summer Research Opportunity Programs) in recruiting academic program offerings and research programs.	1-5 years	Dean
	5. Increase graduate enrollment to 25% of our student body.	5 years	DH, Dean

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## **Imperative 2. Strengthen our Graduate Programs** *continued*

**Goal 2. Increase opportunities for experiential learning by graduate students that prepare them for professional life.**

Strategy	Actions	Timeline	Responsible Office*
Improve preparation in classroom teaching.	1. Provide opportunities for graduate students to get classroom teaching experience.	1-5 years	DH
	2. Increase participation of graduate students in the Center for Teaching Excellence and Graduate Student Teaching Academy.	2-3 years	DH, ADGFD
Broaden the range of access to our academic programs beyond the College Station campus.	1. Expand our online course offerings and degree/certificate programs by 33%.	1-5 years	DH, ADGFD
	2. Increase partnerships with System Universities and other schools in joint courses and programs.	3-5 years	DH, Dean

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### **Imperative 3. Enhance The Undergraduate Experience**

#### **Goal 1. Enhance undergraduate student exposure to research.**

Strategy	Actions	Timeline	Responsible Office*
Increase undergraduate student engagement in research.	1. Increase participation by 25% in current programs (Honors, Undergraduate Research Scholars, Student Research Week, Journal of Undergraduate Research).	3-5 years	DH, ADA
	2. Promote Research Experiences Undergraduate (REU's) programs and continue fiscal/administrative support to ensure renewal.	1-5 years	DH, ADA
	3. Increase number of departments with honors programs from two to four in two years, and six in five years.	1-5 years	DH, ADA
	4. Increase participation in and visibility of Faculty Research Mentors.	2-3 years	DH, Dean
	5. Increase financial support for undergraduate research.	2-5 years	DH, Dean
	6. Develop a Dean's Award for Excellence in Undergraduate Research.	1 year	Dean, AVCER

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### **Imperative 3. Enhance The Undergraduate Experience** *continued*

**Goal 2. Provide experiential learning opportunities that foster critical thinking, complex problem solving, strong communication skills, community interaction, and social/global awareness.**

Strategy	Actions	Timeline	Responsible Office*
Expand out-of-classroom learning experiences (e.g., study abroad, service learning, community outreach, internships).	1. Establish a baseline of student participation in out-of-classroom learning experiences.	1 year	ADA
	2. Increase student participation in academically-oriented international experiences by 25%.	2-5 years	DIP, ADA, Dean
	3. Increase student participation in internships by 25%.	2-5 years	ADA, ADSD, Dean
Foster real-world, interdisciplinary problem solving through service learning and community-based projects.	1. Increase service-learning participation by 25%.	2-5 years	DH, ADSS, Dean
	2. Collect examples of capstone experiences and external collaborators and post on the College web site as a faculty resource and as public relations.	2 years	DH
	3. Solicit capstone experiences and projects from the College's external clientele as opportunities for students.	2-5 years	DH
Expand cross-disciplinary learning communities and enhance student peer mentoring programs.	1. Increase enrollment in the College's freshman learning community by 10%.	1 year	ADSS
	2. Provide seed grants for faculty to develop freshman seminars or learning communities.	2-5 years	Dean

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## **Imperative 4. Diversify and Globalize the A&M and College Communities**

**Goal 1. Enhance and broaden the students' educational experience to make them better understand the world around them and how different perspectives contribute to its strength.**

Strategy	Actions	Timeline	Responsible Office*
Expand successful engagement efforts to other countries to further increase the international portfolio of activities.	1. Increase opportunities for international academic experiences with an increase in student participation of 25% in 3 years and 50% in five years.	3-5 years	Dean, DH, DIP, ADA
	2. Increase internationalizing the College's curriculum by implementing 50% of the task force plan in five years.	5 years	Dean, ADA, ADGFD, DH
	3. Further development of hub locations in foreign countries for academic program delivery to TAMU and international students, as well as research and outreach.	3-5 years	Dean, ADA
	4. Increase undergraduate and graduate student involvement in international opportunities by providing incentives to faculty in terms of study abroad grants or assistantships with a minimum of three programs each going to San Miguel and the Soltis Center locations each year.	2-5 years	Dean
Enhance the educational experience of students by increasing the diversity of the student body.	1. Increase the diversity of all aspects of students with particular emphasis on underrepresented minorities (25% increase in underrepresented minority portion of our undergraduate student body) and geographic origins (including proportional representation across Texas).	1-5 years	ADSS, Dean

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## **Imperative 4. Diversify and Globalize the A&M and College Communities** *continued*

**Goal 2. Increase the impact of our faculty by broadening their experiences and their appreciation for a variety of perspectives.**

Strategy	Actions	Timeline	Responsible Office*
Enhance the awareness of faculty and their ability to teach effectively and have a global appreciation.	1. Increase the percentage of faculty with international experiences by 20% through financial and administrative support.	3-5 years	DH, Dean
	2. Increase our College presence in Latin America and Africa through student experiences and faculty research/outreach activities.	5 years	DH, Dean
	3. Recruit exceptional faculty in key research areas with a focus to increase faculty in underrepresented groups by 33% in five years.	2-5 years	DH, Dean
	4. Achieve a minimum of 35% females among the Colleges' faculty.	5 years	DH, Dean

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## **Imperative 5. Build Engaging Connections Beyond the University**

### **Goal 1. Establish new and utilize existing partnerships with industry, communities and other stakeholders.**

Strategy	Actions	Timeline	Responsible Office*
<b>Enhance communication with stakeholders.</b>	1. Develop and implement a public relations program for the college involving AgriLife Communications.	1-2 years	Dean
	2. Actively participate on commodity, government and civic boards whenever invited and appropriate.	1-5 years	DH, Dean
	3. Actively seek visits by external partners to foster collaborations.	1-5 years	DH, Dean, DD
<b>Develop collaborative civic agreements with key agencies and industry partners.</b>	1. Cooperate and partner with AgriLife Research's efforts in corporate relations by increasing the involvement of College faculty participating in, and the number of large (>million dollar) multiorganization grants.	1-5 years	DH
	2. Partner with city/county government/schools and organizations like Boy Scouts, Boys & Girls Clubs, etc. for research, teaching, or engagement.	3-5 years	DH, ADSS, ADSD
<b>Broaden the types of stakeholders.</b>	1. Establish partnerships with entities not traditionally seen as Agriculture and Life Science stakeholders (e.g. international foundations).	3-5 years	Dean, DH, ADSS, ADSD

### **Goal 2. Increase the transfer of intellectual property to private sector for commercialization of products and services.**

<b>Increase the awareness of commercialization protocol for faculty.</b>	1. Work closely with the Office of Technology Commercialization of the Texas A&M University System to increase disclosures or patents.	2-5 years	DH, Dean
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## Imperative 5. Build Engaging Connections Beyond the University *continued*

### Goal 3. Engagement with non-degree learners/students.

Strategy	Actions	Timeline	Responsible Office*
Expand distance-education offerings.	1. Promote development of educational programs for non-degree learners through continuing and professional education and partnerships with AgriLife Extension.	2-5 years	DH
	2. Increase coordination of distance education needs, opportunities and offerings between Texas A&M System Universities and our College.	2-5 years	DH, Dean
	3. Increase by 50% the courses, degrees and certificate programs offered by distance education.	3-5 years	DH, ADA

### Goal 4. Engagement with Pre-K through 12 educational constituencies.

Expand involvement in youth career development programs to enhance critical thinking, decision-making, and communication skills.	1. Increase participation and diversity of students in youth educational events hosted by Texas A&M and AgriLife Extension by 10% and 20% respectively.	1-3 years	DH, ADSD, ADSS
Expand collaborative efforts with junior colleges and system schools to develop further articulation agreements and matriculation relationships into Texas A&M.	1. Increase the number of articulation agreements with junior colleges in Texas.	2-5 years	DH, Dean
	2. Increase the number of junior college outreach programs and academic advisor participation in them.	1-3 years	DH, ADSD, ADSS,ADGFD
Develop new and expand current educational programs for Pre-K through 12 student populations.	1. Maintain emphasis on the ‘train the trainer’ model which has been successful in many programs such as “Abriendo Puertas” and Junior Master Gardner to increase outreach efforts for Pre-K through 12.	2-5 years	ADSS, DH
	2. Increase science-based (STEM) educational programming, especially in urban areas.	2-5 years	ADSS, DH

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