



**THE TEXAS A&M UNIVERSITY SYSTEM**  
Office of the Chancellor

December 18, 2007

**MEMORANUM**

**TO:** System Office Employees

**SUBJECT:** System Office Strategic Plan

It is with great pleasure that I present the System Office Strategic Plan for Fiscal Year 2008 – 2012. The System Office Strategic Plan is the roadmap for where we want the System Office to go and how we plan to enhance the value added we bring to The Texas A&M University System. It should not be confused with the System-wide Strategic Plan, which we will begin in coming weeks and complete in 2008.

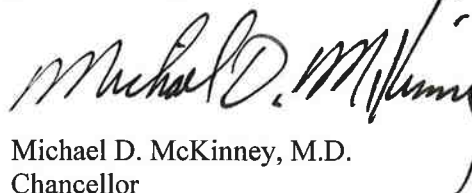
Over the past few months, some of you, your supervisors, the Executive Staff, and each of the System Members have provided a wide range of thoughts on what we can do differently, and/or better. We have worked through numerous revisions and iterations to narrow our focus to those critical efforts that will enable us to reach our vision of what the System Office can be. What emerged were five imperatives that the System Office must meet if it is to reach its vision.

1. Customer Satisfaction
2. Productivity & Efficiency
3. Professional Development
4. System Advancement
5. A Culture of Compliance & Integrity

We believe these imperatives and their associated goals, strategies, and performance measures will guide the System Office to serve the A&M System better. In addition, these imperatives should be a great tool for each System Office Employee to align their own role and performance objectives each year in finding new ways in supporting one or more of these imperatives.

The System Office Strategic Plan and the associated Executive Staff responsibility matrix for the plan is located on our website under the section “System Office Strategic Plan” at: <http://www.tamus.edu/strategicplan/>

Although this strategic plan looks five years ahead, it will be reviewed and adjusted annually to ensure that we stay on the right track and meet the System’s changing needs. Thanks again for your support and assistance.



Michael D. McKinney, M.D.  
Chancellor

cc: Members, Board of Regents  
Chief Executive Officers  
Vickie Burt Spillers



***THE TEXAS A&M UNIVERSITY  
SYSTEM OFFICE***

***STRATEGIC PLAN  
FY 2008-2012***

Released December 18<sup>th</sup>, 2007

(Updated as of June 16<sup>th</sup>, 2008)

# Table of Contents

	Page #
<b>Mission and Vision</b>	3
<b>Imperative 1: Customer Satisfaction</b>	
Goal 1.1: Culture of Customer Service	4
Goal 1.2: Customers' Highest Expectations Exceeded	5
<b>Imperative 2: Productivity and Efficiency</b>	
Goal 2.1: Processes Optimized	6
Goal 2.2: Information Technology Fully Leveraged	7
Goal 2.3: Shared Service Center Opportunities Implemented as Appropriate	8
Goal 2.4: Accountability Assigned and Assessed	9
Goal 2.5: Effective Planning Institutionalized and Sustained	9
Goal 2.6: Capital Improvement Program (CIP) Excellence	10
<b>Imperative 3: Professional Development</b>	
Goal 3.1: Workforce that is Diverse	11
Goal 3.2: System Member Training that Impacts Performance	12
Goal 3.3: Employees Developed, Nurtured, and Mentored	13
Goal 3.4: Succession Planning Model Operational	14
Goal 3.5: Employee Contributions Recognized	14
Goal 3.6: Training Operating System Implemented	15
<b>Imperative 4: System Advancement</b>	
Goal 4.1: Communication Opportunities Optimized	16
Goal 4.2: Legislative Program that Maximizes Funding and Policy Opportunities	17
Goal 4.3: Federal/Research/Commercialization Opportunities Maximized	18
Goal 4.4: Collaboration With and Between System Members Fully Leveraged	19
Goal 4.5: Communications and Participation is Comprehensive and Transparent	19
Goal 4.6: Campuses at Killeen and San Antonio become independent	20
<b>Imperative 5: A Culture of Compliance &amp; Integrity</b>	
Goal 5.1: Policies/Regulations/Rules are Aligned, Simplified, & Followed	21
Goal 5.2: Work Place for Employees that is Healthy, Safe, and Environmentally Friendly	21

## **MISSION:**

The mission of the Texas A&M University System Office is to provide added value to System Members in achieving their respective missions of educating, conducting research, training, and providing service.

## **VISION:**

By 2015, the Texas A&M University System Office will be nationally recognized, as the model for leadership in higher education.

## **Imperative 1: Customer Satisfaction**

### **Goal 1.1: Culture of Customer Service**

#### **Strategy:**

- 1.1.1 Define “customer service” and associated attributes, align customer service expectations, and establish it as a core competency for System Office employees, NLT 3Q FY’08.
- 1.1.2 Emphasize and require the “Customer Service” core competency and associated attributes as a performance measure to be evaluated annually during each employee’s performance evaluation, NLT 4Q FY’ 08.
- 1.1.3 Establish a scoring baseline for Customer Service to be added to the annual performance evaluation, NLT 4Q FY’ 08.
- 1.1.4 Select a motivational speaker to address System Office employees on an annual basis, NLT 1Q each FY beginning 1Q FY’09.
- 1.1.5 Establish a “Customer Service” training program for all employees, NLT 2Q FY’ 09.
- 1.1.6 Establish a *System Office Rewards/Recognition Program* through a *Web Suggestion/Recognition Box* that would easily allow customers to provide immediate feedback and timely recognition focused on outstanding customer service, NLT 3Q FY’09.

#### **Performance Measures:**

- 1.1.A Customer service scoring trends on Employee Performance Evaluations will target the highest achievable level or continuous improvement each year from the FY’08 baseline through FY’12.
- 1.1.B The *Annual System Member Support Survey* (1.2.1) will target the highest achievable level or continuous improvement from the FY’08 baseline through FY’12.

## **Imperative 1: Customer Satisfaction (continued)**

### **Goal 1.2: Customers' Highest Expectations Exceeded**

#### **Strategy:**

- 1.2.1 Develop and Conduct an *Annual System Member Support Survey* to assess each Member's current and future needs, expected level of support from the System Office, and current level of satisfaction with System Office services, NLT 4Q of each FY beginning 4Q FY'08.
- 1.2.2 Require a detailed action plan by all System Office Departments to address each System Member's needs and support functions that do not meet System Members' expectations, NLT 1Q of each FY beginning 1Q FY'09.
- 1.2.3 Incorporate completed action plans in the *Annual System Office Strategic Plan Review*, NLT 2Q of each FY beginning 2Q FY'09.
- 1.2.4 Rollout the revised System Office Strategic Plan to System Office employees and System Members, annually beginning NLT 2Q FY'09.

#### **Performance Measures:**

- 1.2.A The *Annual System Member Support Survey* (1.2.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.

## **Imperative 2: Productivity and Efficiency**

### **Goal 2.1: Processes Optimized**

#### **Strategy:**

- 2.1.1 Select and clearly identify a System Office Reporting Liaison to assist System Members with required System reports and requests, NLT 3Q FY'08.
- 2.1.2 Inventory all internal and external reports/forms produced, required, or requested by the System Office, NLT 3Q FY'08.
- 2.1.3 Produce an *Annual System Office Reports/Forms Gap Analysis* to assess the need, purpose, redundancy and/or requirement for all reports/forms produced, required or requested by the System Office, annually beginning NLT 4Q FY'08.
- 2.1.4 Select a third party to review, document and make recommendations on processes, automation and best practices for all System Office Departments, NLT 3Q FY'09.
- 2.1.5 Implement recommended processes, automation and best practices as appropriate, NLT 3Q FY'10.
- 2.1.6 Annual Review of Implemented Best Practices, Automation and Business Processes to determine the effectiveness of implemented changes, NLT 1Q each FY beginning 1Q FY'11.

#### **Performance Measures:**

- 2.1.A *Annual System Office Reports/Forms Gap Analysis* (2.1.3) of all reports/forms produced, required or requested by the System Office indicates no unnecessary growth of reports/forms over the previous year, conducted each 4Q beginning in FY'08.
- 2.1.B Annual Review of Implemented Best Practices, Automation, and Business Processes targets increases in the effectiveness of implemented changes, conducted each 1Q beginning in FY'11.
- 2.1.C Annual Review of Implemented Best Practices, Automation, and Business Processes targets increases in efficiency (productivity and /or cost) as a result of implemented changes, conducted each 1Q beginning in FY'11.

## **Imperative 2: Productivity and Efficiency (continued)**

### **Goal 2.2: Information Technology Fully Leveraged**

#### **Strategy:**

- 2.2.1 Establish a formal *IT Governance Committee* and begin routine meetings, NLT 3Q FY'08.
- 2.2.2 Hire a System *Chief Information Officer (CIO)*, NLT 4Q FY'08.
- 2.2.3 Create an *Information Technology (IT) Office*, NLT 1Q FY'09.
- 2.2.4 Establish an *IT Governance Model and Process* that promotes review of software alignment opportunities and shared services, NLT 2Q FY'09.
- 2.2.5 Facilitate an *Annual System-wide Distance Learning Symposium* to cultivate and leverage technology, NLT 2Q of each FY beginning with 2Q FY'09.
- 2.2.6 Review, validate, and realign the *IT Governance Model* and the associated software opportunities (i.e....site licensing, CMS web technology), NLT 3Q of each FY beginning 3Q FY'09.
- 2.2.7 Review, identify, and select an *Enterprise Resource Planning (ERP)* suite of modules, NLT 4Q FY'09.
- 2.2.8 Implement an ERP suite of modules, NLT 2Q FY'12.
- 2.2.9 Conduct an annual review to validate and realign ERP suite of modules, NLT 1Q of each FY beginning 1Q FY'13.

#### **Performance Measures:**

- 2.2.A Annual Review of *IT Governance Model and Process* (2.2.6) validates alignment of implemented changes, conducted each 3Q beginning in FY'09.
- 2.2.B Annual Review of *IT Governance Model and Process* (2.2.6) targets increases in efficiency (productivity and/or cost), conducted each 3Q beginning in FY'09.
- 2.2.C ERP suite of modules are operational and linked, NLT 2Q FY'12.

## **Imperative 2: Productivity and Efficiency (continued)**

### **Goal 2.3: Shared Service Center Opportunities Implemented as Appropriate**

#### **Strategy:**

- 2.3.1 Define and develop a list of current shared services within the A&M System and a list of possible new opportunity areas, NLT 3Q FY' 08.
- 2.3.2 Institutionalize functional groups that include Member(s) representation to review shared service center opportunities such as shared services led by System Office, shared services led by Members, outsourcing to a third party, or elimination of any current shared services, NLT 3Q FY' 08.
- 2.3.3 Establish a process for individuals to provide immediate and ongoing feedback to the shared service center team, NLT 4Q FY' 08.
- 2.3.4 Review and investigate the productivity, efficiency, and customer service levels of current shared services as a baseline, NLT 4Q FY'08.
- 2.3.5 Document and provide a report of current shared services strengths, weaknesses, and operations as well as develop a roadmap for new shared services, NLT 2Q FY'09.
- 2.3.6 Implement new shared services opportunities as appropriate, NLT 4Q FY'09.
- 2.3.7 Institute an Annual Review Process to ensure shared service centers are productive, efficient and provide highest levels of customer service, NLT 4Q of each FY beginning 4Q FY'10.

#### **Performance Measure(s):**

- 2.3.A The *Annual System Member Support Survey* (1.2.1) will target the highest achievable level or continuous improvement in shared services for customer satisfaction levels.
- 2.3.B The Annual Review Process (2.3.7) will target increases in efficiency (productivity and/or cost) from the FY'08 baseline through FY'12.

## **Imperative 2: Productivity and Efficiency (continued)**

### **Goal 2.4: Accountability Assigned and Assessed**

#### **Strategy:**

- 2.4.1 Hold assigned Executive Staff Officers responsible for accomplishing the goals and meeting or exceeding the performance measures that correspond to their assigned goals during the *Annual System Office Strategic Plan Review* (1.2.3) conducted, NLT 2Q of each FY beginning 2Q FY'09.
- 2.4.2 Link accomplishment of the Goal to the Executive Staff Officer's Performance Evaluation. Accomplishment of System Office Strategic Plan Goals should be linked to the Performance Evaluation, NLT 2Q FY'09.

#### **Performance Measure:**

- 2.4.A Performance measures for each strategic plan goal are met or exceeded.

### **Goal 2.5: Effective Planning Institutionalized and Sustained**

#### **Strategy:**

- 2.5.1 Implement the planning recommendations of the *Financial Resource Planning and Controls Subcommittee*, NLT 3Q FY'08.
- 2.5.2 Incorporate the best practices of *Enterprise Risk Management* into System Office planning, NLT 1Q FY'09.
- 2.5.3 Explore asset allocation investment opportunities to increase returns of endowment and operating funds through management of risk/return opportunities, NLT 4Q FY09.

#### **Performance Measures:**

- 2.5.A All recommendations of the Financial Resource Planning and Controls Subcommittee implemented, NLT 3Q FY'08.
- 2.5.B *Enterprise Risk Management* best practices are incorporated into System Office planning, NLT 1Q FY'09.
- 2.5.C Investment returns rank in the top 25% of public and private endowment funds annually.

## **Imperative 2: Productivity and Efficiency (continued)**

### **Goal 2.6: Capital Improvement Program (CIP) Excellence**

#### **Strategy:**

- 2.6.1 Develop a process for System Members to receive communications and be involved in project budget changes, NLT 2Q FY'08.
- 2.6.2 Realign Facilities Planning & Construction (FP&C) organization to account for a larger, more complex CIP and migrate toward regional sectional project management approach, NLT 3Q FY'08.
- 2.6.3 Solicit outsourced personnel to augment Program/Project Management (PM) staffs, NLT 3Q FY'08.
- 2.6.4 Develop an enhanced accountability system for project planning and delivery incorporating PM Charter team methodology, NLT 3Q FY'08.
- 2.6.5 Implement a project cost estimating and formal risk analysis model, NLT 4Q FY'08.
- 2.6.6 Enhance project control/reporting systems, NLT 1Q FY'09.
- 2.6.7 Collaborate with HR on the development of career ladders and incentive compensation, NLT 2Q FY'09.
- 2.6.8 Identify similarities that exist across the CIP, select the elements that provide the largest leverage for scope, cost, and schedule to integrate those processes, NLT 3Q FY'09.

#### **Performance Measures:**

- 2.6.A The *Annual System Member Support Survey* (1.2.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 2.6.B An increase of 10% or more each year in projects completed on time from the FY'08 baseline through FY'12.
- 2.6.C An increase of 10% or more each year in projects that are completed within budget from the FY'08 through FY'12.
- 2.6.D A decrease in FP&C personnel turnover rate to 8% per year by FY'12.

## **Imperative 3: Professional Development**

### **Goal 3.1: Workforce that is Diverse**

#### **Strategy:**

- 3.1.1 Establish a *System Diversity Council* to monitor progress towards a diverse workforce, assist System Office Departments in meeting their goals, and make recommendations to the Chancellor, NLT 3Q FY'08.
- 3.1.2 Set and communicate the annual affirmative action goals (similar to HUB goals) for increases in representation by underrepresented job groups to the Executive Committee and Senior Staff, NLT 3Q FY'08.
- 3.1.3 Communicate affirmative action plan requirements to hiring supervisors when a vacancy occurs in an underrepresented job group and monitor the diversity of the applicant pool, NLT 3Q FY'08.
- 3.1.4 Develop and implement a confidential, on-line exit survey to determine the reason(s) employees voluntarily leave, with results going directly to Human Resources, NLT 3Q FY'08.
- 3.1.5 Include in each supervisor's Employee Performance Evaluation an assessment of his/her efforts to produce a diverse and inclusive workplace, NLT 4Q FY'08.
- 3.1.6 Improve the System Office website to include a predominantly displayed commitment to diversity, diverse employee testimonials, career opportunities, work/life balance, etc., NLT 2Q FY'09.
- 3.1.7 Conduct an annual review of progress toward building a diverse workforce, NLT the 3Q of each FY beginning with 3Q FY'09.

#### **Performance Measures:**

- 3.1.A Meet or exceed the annual planning goal for increases in representation by underrepresented groups.

## **Imperative 3: Professional Development (continued)**

### **Goal 3.2: System Members Training that Impacts Performance**

#### **Strategy:**

- 3.2.1 Inventory training currently offered by System Office departments, to include subject, training length, frequency, location and target audience, NLT 4Q FY '08.
- 3.2.2 Develop, coordinate, and prioritize a suite of System Office Departmental training courses on System-wide operational and administrative concerns that can be delivered as needs are identified, NLT 1Q FY'09.
- 3.2.3 Provide System Members with training in any areas they identify as operational or administrative weaknesses, areas that are identified for them through external looks such as audits, or areas Members identify in the *Annual System Member Support Survey* (1.2.1), NLT 2Q FY'09.
- 3.2.4 Develop and test pilot performance measurement tools and indicators (such as end-of-course surveys) that can be used to evaluate the quality of training offered by the System Offices, NLT 2Q FY'09.

#### **Performance Measures:**

- 3.2.A Number of training courses provided to System Members.
- 3.2.B Reportable audit or investigative findings are steadily reduced from the FY'08 baseline through FY'12.

## **Imperative 3: Professional Development (continued)**

### **Goal 3.3: Employees Developed, Nurtured, and Mentored**

#### **Strategy:**

- 3.3.1 Develop and conduct an *Annual System Office Employee Survey*, NLT 3Q of each FY beginning with 3Q FY'08.
- 3.3.2 Determine through the *Annual System Office Employee Survey* (3.3.1) what additional training System Office employees and supervisors believe the System Office should offer, training that the System Office offers that is no longer needed, and provide input on the quality of the training that is offered, NLT 4Q FY'08.
- 3.3.3 Develop and implement a *System Office Employee Mentorship Program*, NLT 1Q FY'09.
- 3.3.4 Design a tailored training plan for each System Office employee that is linked to his/her Employee Performance Evaluation, NLT 2Q FY'09.
- 3.3.5 Require and provide annual training for System Office employees in the areas of compliance, policy and ethics, NLT 4Q FY'09.
- 3.3.6 Require and provide training for System Office employees in the areas of leadership, strategic thinking and career planning, NLT 4Q FY'09.

#### **Performance Measures:**

- 3.3.A The *Annual System Office Employee Survey* (3.3.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 3.3.B The System Office employee turnover rate will target continuous improvement from the FY'08 baseline through FY'12.
- 3.3.C Substantive findings by audit and/or investigations of the System Office's Departments are reduced from the FY'08 baseline through FY'12.

## **Imperative 3: Professional Development (continued)**

### **Goal 3.4: Succession Planning Model Operational**

#### **Strategy:**

- 3.4.1 Develop and implement the *System Office Succession Planning Process*, NLT 4Q FY'08.
- 3.4.2 Incorporate key elements of succession planning in feedback to employees on areas for development in their Employee's Performance Evaluation, NLT 1Q FY'09.

#### **Performance Measures:**

- 3.4.A The *Annual System Office Employee Survey* (3.3.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 3.4.B Internal promotions will target continuous increases each year from the FY'08 baseline through FY'12.

### **Goal 3.5: Employee Contributions Recognized**

#### **Strategy:**

- 3.5.1 Emphasize Lump sum Merit Pay, on going.
- 3.5.2 Implement Departmental "*Treasure Boxes*" that allow Departmental Heads to make small but immediate awards for employee contributions, NLT 3Q FY'08.

#### **Performance Measures:**

- 3.5.A The *Annual System Office Employee Survey* (3.3.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 3.5.B The System Office employee turnover rate will target continuous improvement from the FY'08 baseline through FY'12.

### **Imperative 3: Professional Development (continued)**

#### **Goal 3.6: Training Operating System Implemented**

##### **Strategy:**

- 3.6.1 Design, implement, or leverage a *Training Operating System* that includes all aspects of a training program and the associated monitoring, evaluating, and reporting, NLT 3Q FY'09.
  
- 3.6.2 Link the performance management system development inputs to a Training Operating System to assist in identifying the training and development that is included and needed on each employee's annual Performance Evaluation, NLT 4Q FY'09.

##### **Performance Measures:**

- 3.6.A The *Annual System Office Employee Survey* (3.3.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
  
- 3.6.B Training Operating System is complete and operational by 3Q FY'09.

## **Imperative 4: System Advancement**

### **Goal 4.1: Communication Opportunities Optimized**

#### **Strategy:**

- 4.1.1 Select and Deploy an *Enterprise Content Management System* to enhance our website capability and communications, NLT 3Q FY'08.
- 4.1.2 Develop and conduct an *Annual Awareness Survey of Stakeholders* to measure the impact of the Texas A&M System story, NLT 4Q of each year beginning with the 4Q FY'08.
- 4.1.3 Hire a media consultant to assist the Director of Communications in placing news stories from around the A&M System in prominent national and statewide media, NLT 4Q FY'08.
- 4.1.4 Collaborate with the System Communication Council to develop a mechanism and system for measuring and assessing local, state, and national media coverage, NLT 2Q FY '09.
- 4.1.5 Implement an electronic, searchable, System-wide "experts" guide for use by the media, NLT 3Q FY'09.
- 4.1.6 Conduct a study to determine the best approach to brand the A&M System, NLT 4Q FY'09.

#### **Performance Measures:**

- 4.1.A The *Annual Awareness Survey of Stakeholders* (4.1.2) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 4.1.B Increase in national and statewide positive media placements from the FY'08 baseline through FY '12.

## **Imperative 4: System Advancement (continued)**

### **Goal 4.2: Legislative Program that Maximizes Funding and Policy Opportunities**

#### **Strategy:**

- 4.2.1 Designate a Liaison Officer to the Legislative Budget Board, to meet with key staff at least quarterly to track and prepare required reports, disseminate LBB budget-related information to System member CFOs and other appropriate officials, and work out solutions to state budget related matters pertaining to System members, NLT 2Q FY'08, ongoing.
- 4.2.2 Establish a formal Chief Financial Officer-Governmental Relations committee and commence regular session-preparation meetings NLT 2Q FY'08, ongoing.
- 4.2.3 Develop and execute a work plan to enhance a strong System relationship with the governor, legislators, executive and legislative staff, and state oversight agencies, through consistent reliable communications, NLT 3Q FY'08, ongoing.
- 4.2.4 Align with Academic and Finance Officers to develop the System response to the identification of performance measures that meet the governor's and legislature's priorities for distribution of the Incentive Funding Appropriation, NLT 4Q FY '08 or earlier if specified by the governor's office and the Coordinating Board.
- 4.2.5 Develop and conduct legislative communications workshops for senior System leaders with an emphasis on newly appointed presidents/agency CEOs, NLT 4Q FY '08.
- 4.2.6 Formulate and implement an outreach plan for key legislators and staff, consisting of but not limited to campus/agency site-visits, district/capitol relationship building, and appreciation/education events, NLT 1Q FY'09, ongoing.
- 4.2.7 Develop new methodologies for Agencies and establish strategies for all System Members to maximize formula funding and other funding opportunities, NLT 2Q FY'09, ongoing.
- 4.2.8 Review all interim committee recommendations and filed legislation; identify, track and disseminate appropriate legislation information; work with the OGC to obtain legal analysis as required, ongoing.

#### **Performance Measure:**

- 4.2.A Maintain or increase market share in General Revenue for each System Member using funding levels set by the 80<sup>th</sup> Legislature as a baseline.
- 4.2.B Maintain or increase market share All Funds Appropriations for each System Member using funding levels set by the 80<sup>th</sup> Legislature as a baseline.

## **Imperative 4: System Advancement (continued)**

### **Goal 4.3: Federal/Research/Commercialization Opportunities Maximized**

#### **Strategy:**

- 4.3.1 Establish benchmarks against peers for research applications and expenditures, NLT 3Q FY'08.
- 4.3.2 Develop a team to understand industry market pull in strategic research areas as defined by the System Members, NLT 3Q FY'08.
- 4.3.3 Develop a plan to lead and facilitate cross-functional and inter-disciplinary research between System members to increase research funding, NLT 1Q FY'09.
- 4.3.4 Develop an incentive program for System inventors, NLT 1Q FY'09.
- 4.3.5 Increase disclosures of inventions by conducting education and outreach programs for researchers and increase industry agreements relating to A&M System technologies through improved marketing efforts and business development, NLT 1Q FY'09.
- 4.3.6 Establish a single Research Administration & Commercialization Function that provides integrated System-wide services to include post-award administration, compliance monitoring, implementing a new research database and commercialization activities, NLT 3Q FY'09.
- 4.3.7 Increase networking between the System and federal agencies by establishing close professional contacts within each federal agency, NLT 3Q FY'09.
- 4.3.8 Encourage the development of early stage A&M System technologies through direct investment by the System, applications to the Emerging Technology Fund, and marketing to early-stage investors, NLT 4Q FY'09.
- 4.3.9 Develop communication opportunities to position the A&M System as a leader in Technology Commercialization, NLT 1Q FY'10.

#### **Performance Measures:**

- 4.3.A 10% increase each year of funding of early stage A&M System technologies through venture capital and other sources from the FY'08 baseline through FY'12.
- 4.3.B 10% increase each year in the disclosures of invention and industry agreements relating to A&M System technologies from the FY'08 baseline through FY'12.
- 4.3.C Maintain or increase market share in funding by federal agencies for research and “sponsored projects”, as measured by the FY'08 baseline through FY'12.

## **Imperative 4: System Advancement (continued)**

### **Goal 4.4: Collaboration with and Between System Members Fully Leveraged**

#### **Strategy:**

- 4.4.1 Facilitate and coordinate periodic System-wide meetings by functional areas to exchange information, capture best practices, and identify strengths, weaknesses, opportunities and threats like the CEO, CFO, CSAO, CAO and Student Enrollment Manager meetings, NLT 3Q FY'08.
- 4.4.2 Facilitate and coordinate increase involvement in P-16 Initiatives, NLT 4Q FY'08.
- 4.4.3 Facilitate and coordinate an *Annual System-wide Symposium* to promote collaboration with and between System Members, NLT 2Q of each FY beginning with 2Q FY'09.
- 4.4.4 Facilitate and coordinate collaborative or joint degree programs, shared appointments, collaborative research projects and collaboratively taught academic courses, NLT 4Q FY'09.

#### **Performance Measures:**

- 4.4.A Increase in collaborative or joint degree programs, shared appointments, collaborative research projects, and collaboratively taught academic courses will target continuous improvement from the FY'08 baseline through FY'12.

### **Goal 4.5: Communications and Participation that is Comprehensive and Transparent**

#### **Strategy:**

- 4.5.1 Produce an *Annual State of the System Office Address* to promote collaboration within the System Office and ensure awareness and alignment of employees of current and future activities, NLT 2Q of each FY beginning 2Q FY'08.
- 4.5.2 Leverage the *Annual System Office Employee Survey (3.3.1)* to assess the state of communications between and within System Office Departments, NLT 3Q FY'08.
- 4.5.3 Develop a *Monthly System Office Activity Summary* to highlight critical projects, major activities, and key personnel changes within each department that can be summarized and communicated to all System Office employees, NLT 4Q FY'08.

#### **Performance Measures:**

- 4.5.A The *Annual System Office Employee Survey (3.3.1)* will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.

## **Imperative 4: System Advancement (continued)**

### **Goal 4.6: Campuses at Killeen and San Antonio become independent**

#### **Strategy:**

- 4.6.1 Facilitate and coordinate alignment of high quality academic programs offered by System Members with the needs of the state and communities, NLT 4Q FY'08.
- 4.6.2 Require a five-year financial plan for each start-up campus that will make them self-sustaining, NLT 1Q FY'09.
- 4.6.3 Develop an aggressive *Community Outreach Program* for San Antonio and Killeen, NLT 1Q FY'09.
- 4.6.4 Establish a fundraising campaign and targets for scholarships and faculty recognition, NLT 1Q FY'09.

#### **Performance Measures:**

- 4.6.A Reach student enrollment of >1,500 FTEs at each campus, NLT 1Q FY'10.
- 4.6.B Increase SACs Accreditation level, NLT 1Q FY'10.
- 4.6.C Fundraising targets are met and/or exceeded.

## **Imperative 5: A Culture of Compliance & Integrity**

### **Goal 5.1: Policies/Regulations/Rules are Aligned, Simplified and Followed**

#### **Strategy:**

- 5.1.1 Develop and conduct a biennial review of policies, regulations and System Office's rules to validate, correct or eliminate as appropriate, NLT December 1 of each odd number year.
- 5.1.2 Develop and provide System-wide standardized training and review of policies and regulations, NLT 1Q FY'09.
- 5.1.3 Obtain a signed commitment from each System Office employee on the employee's anniversary date documenting the employee's support for and compliance with the System Office's standards of integrity, ethical values, applicable federal and state laws, and applicable System policies, regulations and rules NLT 4Q each FY beginning FY'09.

#### **Performance Measures:**

- 5.1.A Number of policy training courses provided System-wide.
- 5.1.B The *Annual System Office Employee Survey* (3.3.1) will target the highest achievable level or continuous improvement from the FY'08 baseline through FY'12.
- 5.1.C Substantive findings by audit and/or investigations of System Office's Departments are reduced from the FY'08 baseline through FY'12.

### **Goal 5.2: Workplace for Employees that is Healthy, Safe, and Environmentally Friendly**

#### **Strategy:**

- 5.2.1 Facilitate and coordinate on-line and classroom training initiatives to improve Health, Safety and Environmental compliance for System Office and System Members, NLT 4Q FY'08.
- 5.2.2 Coordinate the development of Environmental Management Systems for System Office and System Members, NLT 2Q FY'09.

#### **Performance Measures:**

- 5.2.A Reduce the number and severity of work related injuries from the FY'08 baseline.
- 5.2.B Complete implementation of Environmental Management System insuring compliance with applicable environmental laws, NLT 4Q FY'10.