

**MINUTES**

**SPECIAL TELEPHONIC MEETING OF THE  
BOARD OF REGENTS**

**THE TEXAS A&M UNIVERSITY SYSTEM**

**HELD IN**

**COLLEGE STATION, TEXAS**

**January 25, 2021**

*(Approved May 20, 2021)*

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**MINUTES OF THE  
SPECIAL TELEPHONIC MEETING  
BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM**

**January 25, 2021**

**CONVENE**

Chairman Elaine Mendoza convened a special telephonic meeting of the Board of Regents of The Texas A&M University System at 5:02 p.m., Monday, January 25, 2021.

Chairman Mendoza said the purpose of the meeting was shown in the agenda materials posted with the Secretary of State. She said each party to the conference call should clearly identify himself or herself prior to speaking.

The following members of the Board were present by phone:

Ms. Elaine Mendoza, Chairman  
Mr. Tim Leach, Vice Chairman  
Mr. Phil Adams  
Mr. Robert L. Albritton  
Mr. Jay Graham  
Mr. Michael A. Hernandez  
Mr. Bill Mahomes  
Mr. Michael J. Plank  
Mr. Clifton L. Thomas, Jr.  
Mr. Cahlen Cheatham (Student Regent)

**PRESENTATION FROM THE TEXAS A&M UNIVERSITY  
COMMISSION ON DIVERSITY, EQUITY AND INCLUSION**

Dr. John L. Junkins, Interim President of Texas A&M University, thanked Chancellor John Sharp and members of the Board. He introduced and thanked Dr. Jimmy Williams '83 and Dr. John E. Hurtado '91, for their efforts as co-chairs of the Commission.

Dr. Williams thanked Dr. Junkins for stepping up and working with them during the transition period. He said that he was honored to co-chair the Commission with Dr. Hurtado. He also thanked Chairman Mendoza, Regent Mahomes, and Dr. Ruth Simmons, President of Prairie View A&M University, for their engagement and leadership. Dr. Williams thanked Chancellor Sharp, Mr. Michael K. Young and Dr. Carol Fierke for their attention and support of this critical topic. He said their biggest thanks went to the Commission's 45 students, former students, faculty and staff -- a very diverse and passionate group of advocates for Texas A&M. Dr. Williams reported that they had spent hundreds of hours talking and listening to 450 individuals which was reflected in their report. He said they consulted with campus experts,

community leadership and small groups. They received additional input through Commission email, online forms, letters and phone calls. Dr. Williams added that there was a very strong affection and respect for Texas A&M -- even among its harshest critics. He said this was indeed an inflection point for Texas A&M, as well as many other educational institutions. He said that we at Texas A&M have a strategic opportunity to demonstrate leadership, and fortitude in this area, much like Major General James Earl Rudder '32 and others throughout Texas A&M's history. Dr. Williams said that we must remember and remind ourselves that this is a journey and not a destination. He said they were extremely encouraged to find key supportive programs already in place, but also recognized that there is work to be done to ensure that all parts of the Aggie family feel welcome and included on campus.

Dr. Hurtado thanked the Board and said that he has long appreciated this institution but never as much as during the opportunity to co-lead this commission. He echoed Dr. Williams thanks to the leaders including Dr. Junkins and Dr. Mark Weichold, Texas A&M's Interim Provost. He said that the executive summary of the report described the components of the commission's charge (a copy of which is on file in the Office of the Board of Regents). As part of its work, the Commission spent time benchmarking the compositional diversity at Texas A&M and found that in some areas compared to other land grant universities and the Association of American Universities, Texas A&M ranked average or below average. Dr. Hurtado said there were opportunities to do better. In the "good news department," he said Texas A&M performed above average in Hispanic student enrollment. Additionally, in terms of actual numbers, Texas A&M graduates more underrepresented minorities than many other land grant institutions. Dr. Hurtado said that Texas A&M falls short, however, in matching the demographic populations of Texas. He reported that the enrollment of Black and African American students over the past 20 years has been flat with faculty and staff following the same trend. He said that more troubling was Texas A&M's poor comparative retention rate for Black and African American students which has fallen from 13 to 20 percent lower than other peer institutions. Dr. Hurtado concluded by saying that there are many good efforts like the ACES Program, the Regents' Scholars Program and others that could be expanded.

Dr. Williams said that more than just numbers, it's Texas A&M's public statement and actions that create the campus climate and culture that significantly affects students, faculty and staff. He said that while many in the Aggie community are open and willing to improve campus culture for all, there are a few vocal groups that do not value or see the need for diversity, equity or inclusion, just yet, at Texas A&M. He reported that for part of the campus culture, the Lawrence Sullivan Ross statue is the source of significant emotions for both defenders and detractors of the statue's presence. He reported that they benchmarked over 19 different universities to understand how they have managed such monuments and names on their campus, and they provided this insight in their report. Dr. Williams said that it is critical that Texas A&M address both sides of this issue thoughtfully and respectfully for both groups. The Commission's discussion found that although the six campus core values were well known, they were not clearly defined, lived, or understood throughout the campus community. He said that while there were many good efforts to address issues at Texas A&M, many in the campus community expressed frustration at the perception of inaction and meaningful efforts to improve. Dr. Williams said it was the Commission's belief that this is absolutely a journey and destination that all Aggies are willing to step up to.

Chairman Mendoza thanked Dr. Williams and Dr. Hurtado for their tireless leadership in this regard -- she said they demonstrated selfless service. Chairman Mendoza expressed a point of personal privilege and said that she had enjoyed her time on the Commission and was honored to participate. She said that it was probably not a surprise to anyone that the students who served on the Commission were incredible and it was clear that each of them loved Texas A&M. She said they just felt there were some things that could be done better and they put their hearts and souls into doing that. Chairman Mendoza said that a lot of time and energy went into the report. She said that she could not imagine the time and energy it took for Dr. Williams and Dr. Hurtado to lead the Commission throughout the entire six months. She added that she knew that Regent Mahomes enjoyed serving his time on the Commission as well.

Regent Mahomes concurred with all the comments expressed by Chairman Mendoza and commended the co-chairs for their willingness to serve and for their leadership. He said this was an excellent example and demonstration of selfless service.

Dr. Junkins was asked to review the response. He said the report sometimes read like an intelligence document, but was obviously focused on the problems. He said that some of the voices were in conflict with each other, which was not surprising given the diversity of the Commission. Dr. Junkins reported that he had assembled a “kitchen cabinet” to help him assimilate what this meant in regards to moving forward with the University, recognizing that they had to engage the Board’s wisdom to try to see where they would go from here. He said that he decided early on that he could not do everything with all the issues raised. He reported that he had looked for the tall poles in the tent, the things that required investment and the things that would make the most difference. Dr. Junkins said working with their “kitchen cabinet,” they decided to try to use two overarching umbrellas for all of their thoughts, directions and proposals.

Dr. Junkins said the first umbrella was the Aggie Core Values. He said that in his 35 years at Texas A&M, he had witnessed a time of incredible growth but the intensity and uniformity of the core values’ buy-in had decayed somewhat. He said with such a large university it is harder to feel included -- it does not matter what your pigmentation or chromosome is -- you are just in a big place. Dr. Junkins advised that all of those things fold into this -- our overarching umbrella is our core values and our responsibilities as a land grant university to take a look at how we are serving Texas. He said in his opinion we should always strive to improve. He said that there is room for improvement with the largest area being to improve the demography by increasing the fraction of Black and African American students that we are attracting from Texas. Dr. Junkins said that we also want to improve the demography of the faculty by attracting more outstanding faculty who are from underrepresented groups, especially Black and African Americans. Dr. Junkins said their proposal to the Board had nine areas and they were asking for \$24 million of investment over the coming four years. He said they felt that it was important to have a multi-year strategy. He said the goal was to reach the underrepresented students and the students who are the first members of their families to attend the university. He said they also recommend that the threshold for family income be increased from \$40,000 to \$60,000 to qualify for the Regents’ Scholar Program. He advised that they were doing a number of initiatives to try to expand the number of students.

Dr. Junkins said that the Commission's proposal addressed the two main issues to improve Texas A&M's reputation over time and making it more affordable. He said that expanding the pipeline would include a sequence of things to target the underrepresented students. He said that item nine of their proposal would document the success of our many former students of color. He said that Texas A&M has hundreds of very successful Black and African American students who have attended Texas A&M, loved it, and been successful and they want to capture their stories and their voices in commanding videos. He said they already have videos where students were interviewed eight to nine years ago as freshmen and then they had them captured several years into their jobs. He said these stories are so commanding and he thinks that this will help high school counselors and students see Texas A&M through the eyes of someone who had been there and done that, loved it and succeeded.

Dr. Junkins said that they propose to invest the funds necessary to significantly increase the Regents' Scholarship Program by 93 students per year over and above the current investment and to increase the national recognition scholarships by 89 students per year. He pointed out that these Regent national recognition scholarships are derived from the College Board scores. He said these are outstanding students who scored very well. Dr. Junkins said that they are seeking to go from 61 a year to 150 of those students to afford them under increased national recognition scholarships. He said that these scholarships are \$6,000 per student and renewable up to four years with good grade performance. The Regents Scholarship Program is open to not only underrepresented students, but to all students who are first year attendees and whose family income is low.

Dr. Junkins said that the pathways to doctorate program is new. They are looking for bachelor's degree candidates, in their senior year primarily, from our peer and regional campuses that are interested in attending graduate school. He said this program would consist of 10 students per year for four years with the college and department picking up stipends after the first year. These are \$40,000/year fellowships -- the going rate for the National Science Foundation Fellowship.

Dr. Junkins said that they want to pay attention to an award program, which recognizes anyone in the university doing an outstanding job, leading by example, in a way that helps them address demographic challenges. He said they were trying to increase the competition by attracting stellar people at all levels including the faculty. They are looking to establish an action orientated task force to help them decide how to proceed with respect to all things on campus that represent the history of this university. Dr. Junkins said they want to change the conversation to emphasize the leaders that built this university, and those that were leading during times of important transition. The goal is not to deify people and the entire spectrum of their lives, the goal is to recognize those who elevated this university over time. He said that establishing an action oriented task force to tell the story of Texas A&M is a broader issue than simply statues.

Dr. Junkins submitted the Commission's report to the Board for consideration (a copy of which is on file in the Office of the Board of Regents). He said they felt it would be transformative for the university and something that would validate the effort that went into the study. He said they felt their response goes outside the full spectrum of the report and is also

responsive to the main threads that are there. He said they did not respond to everything but that Dr. Annie S. McGowan, Texas A&M's Interim Vice President and Associate Provost for Diversity, and others were going to look at things that they did not. He said that they would primarily concentrate on things that required substantial investment and required the Board to make a decision.

Chancellor Sharp thanked Dr. Hurtado and Dr. Williams, as well as the members of the Commission for their hard work and a job well done. He reported that he and members of his staff reviewed Dr. Junkins' recommendations and supported them. He said he believes this report maintains and strengthens our Aggie traditions, Aggie culture, and Aggie family while expanding our family all across Texas. Chancellor Sharp said that if someone were to ask him today what this report was about and what the Board was considering he would simply say that what Texas A&M does better than any university in the country is to take ordinary kids and turn them into extraordinary citizens. He said the biggest favor that Texas A&M can do for the State of Texas is to be sure there is at least one Aggie ring in every single family in Texas. Chancellor Sharp expressed his appreciation to the Commission co-chairs, as well as The Association of Former Student and the Texas A&M Foundation for their endorsement. He recommended that the Board approve Dr. Junkins' recommendations.

Chairman Mendoza said that the Board appreciated all the work that had been done from the members of the Commission to the Interim President and his team, and of course, the Chancellor and his team. She said the Regents asked that the report be delivered to them to ensure accountability or action from the very top of governance. She said there certainly was a sense that it was appropriate for this Board to adopt a statement showing its appreciation for the work of the Commission and the action items developed by the Interim President and university leaders and accepted by the Chancellor. Chairman Mendoza said that she and Vice Chairman Leach had worked with the Chancellor and his team to prepare a proposed statement and a draft had been distributed to each Regent for review prior to this meeting. She said that it was their hope that the other members of the Board would review it favorably and that they could vote to approve the statement as recommended by the Chancellor and send an important signal to our students, faculty, staff, former students, legislators, families and friendly rivals regarding our commitment to diversity, equity and inclusion and to our goal of having Texas A&M University be representative of the demographics of the State of Texas consistent with our land grant mission.

Vice Chairman Leach echoed the comments made by Chairman Mendoza and thanked the Commission for its hard work over the past six months. He said the Commission raised some important issues for the university. He said they appreciated their dedicated effort to bring forward a report that would help build the fundamental successes already achieved by Texas A&M while paving the way for us to be a national leader in the area of diversity, equity and inclusion for years to come. Vice Chairman Leach said that it was evident that members of the Commission love this university as he does and he commended them for a job well done.

Chairman Mendoza asked if there were additional comments. There were none.

Chairman Mendoza called for a motion to approve the Regent’s Statement on Diversity, Equity and Inclusion. Regent Mahomes moved to approve the statement. Vice Chairman Leach seconded the motion. Chairman Mendoza called each regent’s name for the vote. The record of the vote is as follows: Adams – yes, Albritton – yes, Graham – yes, Hernandez – yes, Leach – yes, Mahomes – yes, Plank – yes, Thomas – yes, and Chairman Mendoza voted “yes”.

The following statement was approved [004(B)-2021].

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**MINUTE ORDER 004(B)-2021**

**APPROVAL OF  
REGENTS’ STATEMENT ON DIVERSITY, EQUITY AND INCLUSION  
BOARD OF REGENTS, THE TEXAS A&M UNIVERSITY SYSTEM**

The Regents’ Statement on Diversity, Equity and Inclusion, a copy of which is attached to the official minutes, is hereby approved.

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Chairman Mendoza thank Dr. Williams and Dr. Hurtado for their diligence, work and time. She also thanked Dr. Junkins, Chancellor Sharp and their staffs for coming together and moving forward on this important issue.

**RECESS TO EXECUTIVE SESSION**

Chairman Mendoza said the Board would recess to executive session to consider matters as permitted by Chapter 551, Sections 71 and 74 of the Texas Government Code. She said in accordance with the law, no final action, decision, or vote with regard to any matter considered in the executive session would be made or taken.

*(Note: The Board met in executive session from 5:35 p.m. until 6:05 p.m.)*

**RECONVENE IN OPEN SESSION**

Chairman Mendoza reconvened the meeting in open session at 6:06 p.m. and announced that the Board had met in executive session from 5:35 p.m. until 6:05 p.m., and conferred with Chancellor Sharp, administration and attorneys on personnel and legal matters.

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**ADJOURN**

There being no further business, on motion of Regent Adams, seconded by Regent Plank, Chairman Mendoza adjourned the meeting at 6:07 p.m.

Vickie Burt Spillers  
Executive Director, Board of Regents

*(Minutes transcribed by Jackie Bell, Office of the Board of Regents.)*

**UNIVERSITIES**

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



Texas A&M AgriLife Research  
 Texas A&M Engineering Experiment Station  
 Texas A&M Forest Service  
 Texas A&M AgriLife Extension Service  
 Texas A&M Engineering Extension Service  
 Texas A&M Transportation Institute  
 Texas A&M Veterinary Medical Diagnostic Laboratory  
 Texas Division of Emergency Management

**OTHER MEMBER INSTITUTION**

The RELIS Campus

## Board of Regents

# THE TEXAS A&M UNIVERSITY SYSTEM

January 25, 2021

### Regents' Statement on Diversity, Equity and Inclusion

As leaders of the Texas A&M University System, we take great pride in the extraordinary achievement of our flagship institution. Texas A&M University (TAMU) is ranked among the top research universities in the nation, and our visibility and prestige continue to grow around the world. Every student and graduate has benefited from the heightened quality and increased degree of respect for our university's prowess.

As recent events demonstrate, our country is starkly divided, and public institutions across the nation face a challenge in ensuring that persons of all racial, ethnic and socioeconomic backgrounds have the opportunities they deserve. As we have in the past, Texas A&M will be among the forward-looking institutions firmly engaged in and committed to advancing opportunities for all Texans. We will be a leader in this effort, just as we have been the leader in many other endeavors. We will continue to be visible and dedicated to this goal; and we know our employees and students will match our commitment.

We are grateful for the important work of TAMU's Commission on Diversity, Equity and Inclusion (CDEI). Its report highlights the need for us to continue applying energy and focus on making sure all Aggies share in the extraordinary bond that makes us special and our university unique. We will not tolerate disrespect of any Aggie by any member of our family, nor will we tolerate the disrespect of Aggie traditions that bind us together.

In a compelling manner, the Commission states TAMU's work to create a hospitable and respectful environment for all Aggies remains unfinished. Animated by our six core values – Respect, Excellence, Leadership, Loyalty, Integrity and Selfless Service – our aim is to achieve a unity of pride and purpose that all Aggies share. The Commission also draws attention to the need to better serve the African American and Hispanic populations in Texas, as those groups are underrepresented on our campus. We must and will do better, and in doing so we will advance our core land grant mission.

Based on what we have learned from the Commission's report, we believe we cannot achieve unity of pride and purpose for all Aggies unless we strive to ensure no Aggie is disrespected, mistreated, or excluded. If there are students, faculty, staff and former students who believe we fail to include them in the Aggie family, we are not yet what we aspire to be.

We are pleased the report pointed out significant steps Texas A&M and The Texas A&M University System have already taken. In many respects, TAMU has been a leader in innovative ways to attract Texans of all types. The Commission notes most people are not aware of these commitments. Its findings point to outreach campaigns that may benefit Aggies and prospective Aggies we seek to welcome. We concur.

So, where do we begin?

- First, by uniformly voicing that we stand firmly against the mistreatment, exclusion or disrespect of any member of the Aggie community.
- Second, by identifying specific ways to address practices that have alienated certain groups.
- Third, by protecting and defending Aggies who come under attack simply because of who they are and ensuring those persons are treated with empathy.
- Finally, by committing to challenging, sanctioning, or, if necessary, expelling anyone who threatens, harasses or deliberately undermines the safety of another member of the Aggie community on the basis of their identity.

The Commission points out significant steps Texas A&M and The Texas A&M University System have already taken and milestones that have been achieved.

For example:

- Texas A&M has been recognized twice in the last two years with the prestigious Higher Education Excellence in Diversity (HEED) award from “Insight Into Diversity” for the university’s commitment to broadening diversity and inclusion on campus.
- Texas A&M ranks 3rd out of 59 land grant universities in its percentage of Hispanic students.
- U.S. News and World Report’s diversity index ranks Texas A&M higher than the average of 111 comparable universities.
- The Regents’ Scholars program provides scholarships each year to 850 new students, 89% of whom are minorities.
- The Texas A&M University System recently enacted a \$100 million scholarship program to address diversity issues among students.
- As of December 2019, the Faculty ACES program has received applications from 435 faculty members for 20 available slots at Texas A&M, which is a clear indication that minority faculty want to come here.
- The Texas A&M System is an active participant in the Louis Stokes Alliance for Minority Participation (LSAMP) program, which is designed to increase minority participation in STEM fields. In the first eight years, the program increased the number of degrees awarded to minority students by a factor of five, to more than 20,000. Four System schools are involved.
- Texas A&M is the only university in Texas to be recognized by the Foundation for Individual Rights in Education for protection of free speech. Only 45 universities in America have received this designation.

Interim President John L. Junkins has developed action items for the University in response to the work of the Commission, and the Chancellor has accepted those items. The Board of Regents is instructing the Chancellor to oversee the implementation of these recommendations by TAMU leadership. The funding to be expended by Texas A&M University to ensure responsive and timely actions to the CDEI report, as detailed below, is authorized by the Texas A&M System Board of Regents.

The President shall report to the Chancellor and the Board of Regents on a quarterly basis to provide an update on the status of each of these action items, particularly student recruitment. This will establish a level of accountability to ensure progress is made on this important work.

Just as TAMU has done on so many issues, we intend for TAMU to be the leader in this area as well.

### Immediate Proposed Actions and Investment

Informed by the *Stronger Together Report by the Commission on Diversity, Equity and Inclusion* and briefings by co-commission chairs Jimmy Williams '83 and Johnny Hurtado '91, interim president John L. Junkins provides the following recommended actions and investment over the next four years for consideration by The Texas A&M System Board of Regents to enhance diversity, equity and inclusion (DEI) at Texas A&M University.

| Item                                                                                                                                              | Amount          |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Expand the Student Pipeline (Fall 2021 and Fall 2022)</b>                                                                                      | \$1.5M          |
| <b>Increase the Regents' Scholars Program by 93 students per year for four years</b>                                                              | \$7.8M          |
| <b>Increase National Recognition Scholarships by 89 students per year for four years</b>                                                          | \$7.5M          |
| <b>Establish Pathways-to-Doctorate Fellowships for 10 students per year for four years</b>                                                        | \$1.6M          |
| <b>Grow the ACES (Accountability, Climate, Equity and Scholarship Fellows) Faculty Program by nine faculty per year for four years</b>            | \$5.25M         |
| <b>Recognize More Outstanding Aggies Leading by Example</b>                                                                                       | \$100K          |
| <b>Establish an action-oriented task force to accurately and fully tell the story of Texas A&amp;M's history through displays and iconography</b> | \$1M            |
| <b>Document and communicate the success of our many former students of color</b>                                                                  |                 |
| <b>TOTAL</b>                                                                                                                                      | <b>\$24.75M</b> |

It is important to note that the initiatives listed above, which are more fully described below, are in addition to the \$10 million per year scholarship fund created by the Texas A&M University System Board of Regents in June 2020.

The actions to follow build upon DEI activities and investment underway as reflected in the annual Diversity Accountability and Responsibility Reports available on the university's website.

#### 1. Expand the Student Pipeline

- Significantly increase the number of students from underrepresented groups by 2026.

- Identify, inform, listen to and invite prospective students from underrepresented groups to Texas A&M, focusing on how the university can help them achieve their goals.
- Create research-informed messaging in collaboration with current, former and prospective representative populations.
- Conduct targeted outreach (with listening feedback channels) via social media, in-person and advertising to generate interest and improve conversion and yield.
- Increase the number of live and virtual experiences (tours, information sessions, celebrations of Aggies and events) in multiple locations.
- Expand outreach to counselors at identified high schools to highlight scholarships, application processes, information for campus visits (face-to-face and virtual) and information on the student experience.
- Continue to benchmark TAMU's efforts in recruiting targeted students from underrepresented groups against peer institutions.
- Additional focus on retention efforts for students from underrepresented groups.
- Collaborate with firms and professionals who themselves represent underrepresented to yield best practices.
- Facilitate events to create more opportunities for fellowship among Aggies of all backgrounds.
- Identify other strategies and opportunities as they arise.

## **2. Increase the Regents' Scholar Program by more than 10 percent**

- Increase new Regents' Scholars from 850 per year to 943 students per year.
- Adjust AGI eligibility requirement for Regents' Scholars from less than \$40,000 per year to less than \$60,000 per year.
- *Note: Regents' Scholar Program currently is available for low-income, first-generation, Texas residents who live on campus and engage in required academic success experiences. Students receive \$6,000 per year, renewable for four years, for total scholarship opportunity of \$24,000.*

## **3. Increase National Recognition Scholarships**

- Expand National Scholars program to include the four National Recognition categories established by the College Board: African American National Recognition Program, Hispanic National Recognition Program, Indigenous National Recognition Program, and Rural and Small-Town Recognition Program.
- Grow to cohorts of 150 new students each year; \$6,000 per student, and even more when leveraging other available programs and funds, renewable for four years, for total scholarship opportunity of \$24,000.

## **4. Establish Pathways-to-Doctorate Fellowships**

- Fulfill our land grant mission in growing the populations for matriculation to doctoral programs at TAMU.
- Add 10 new fellowships each year for four years; \$40,000 per fellowship (departments, colleges or faculty fund subsequent years and tuition and fees for fellows).

## **5. Grow the ACES (Accountability, Climate, Equity and Scholarship) Fellows Faculty Program**

- Extend existing program to all colleges.
- Increase existing funding to 25 fellows per year (9 additional fellows); \$75,000 per fellow, two-year commitment.

## **6. Recognize More Outstanding Aggies Leading by Example**

- Increase impact recognition awards for faculty and staff who exemplify mentoring, initiative



and/or action in bringing Aggies together.

- Recruit and support frontline staff who assist students and faculty.

**7. Establish an action-oriented task force to accurately and fully tell the story of Texas A&M's history through displays and iconography.**

- The task force shall deliver its recommendations to the President of Texas A&M University by summer 2021 to facilitate the President's presentation of recommendations to the Chancellor and Board of Regents at the August 2021 meeting.
- Design spaces to recognize historical figures in addition to that of Lawrence Sullivan Ross, perhaps reimagining Academic Plaza and/or identifying other additional spaces for future recognition.
- The task force shall be composed of equal numbers of student leaders, faculty, staff, and members of The Association of Former Students, The Texas A&M Foundation and 12th Man Foundation.
- Budget for and ascertain the external expertise necessary to support the task force's work.

**8. Document and communicate the success of our many former students of color.**

- Collect and share stories of success in the Aggie experience for all.
- Identify, interview and produce social media conveying the many Aggies from underrepresented populations with remarkable experiences at Texas A&M.

These actions, together with activities and other investments underway, will help Texas A&M University better recruit, welcome and serve more members of underrepresented groups in fulfillment of our land grant mission.