



THE TEXAS A&M
UNIVERSITY SYSTEM

The Texas A&M University System Board of Regents

COMMUNITY REPORT:
Progress Update, Reflections and
Updates to the Strategic Plan



August 2020





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Dear Members of The Texas A&M University System Community:

It has been four years since we revealed the strategic plan for The Texas A&M University System in 2016. This report allows us to (1) pause and assess our strategic plan progress to date, (2) reflect on the plan's ambitions, (3) amend the plan for the future so we can continue to grow, and (4) document how we will use the plan to achieve our goals going forward. We are excited about the opportunity to evaluate our progress and share both how much we've accomplished as a System over the past four years and where we still need to improve.

The 2019–2020 academic year brought the unprecedented challenge of the COVID-19 pandemic. Our System showed resolve and resilience in responding to the events surrounding the pandemic, making difficult decisions guided by our unwavering commitment to serve the state of Texas and the world. Our response to the pandemic is a testament to our ability to innovate and overcome complex challenges — both of which are integral to the vision of our System. The COVID-19 pandemic has also reinforced the importance of strategic planning to the preservation of our System. Our commitment to planning before this crisis allowed us to ask the right questions, develop the correct tools, and make the necessary investments to move quickly and effectively to serve the state of Texas and the United States when challenges arise. Together, we must continue to learn from COVID-19 as a community.

After reviewing our progress against the plan, we are proud of the tremendous improvement we've made executing our current, ambitious strategic plan to provide quality education, conduct leading academic research, and deliver services and training to the people of Texas and beyond. As we consider the objectives of our current strategic plan and how to maintain this momentum, it is clear we started with an enduring strategy focused on achieving the most important goals of a land-grant institution. Given the solid foundation our plan provides, we will continue to build upon it, pushing toward broadening our impact. In addition to our progress on key initiatives in the plan, we have also had notable successes in areas that go beyond our strategic plan, such as Los Alamos National Laboratory and Army Futures Command. As a result, we will continue to raise expectations for our System and seek new opportunities that demonstrate our capability to innovate on a national level and address important global issues. We are confident that the strategic plan, with its revisions, will continue to guide us in the right direction.

The outlined revisions to our strategic plan are the product of a long process. Using the data about our progress to date on our key initiatives and incorporating perspectives from the Board of Regents and System leadership, the revised plan is designed to position System and member institution leadership to execute an even bolder vision for the future by revising segments from our current imperatives and adding new imperatives that are essential to our institutions. Revisiting the plan in this way is further evidence that the Board of Regents views our strategic plan as a living document that we are committed to monitoring and adjusting as needed. The Board of Regents and System leadership will continue our commitment to transparency, constantly measuring and sharing our progress, failures and successes, but we will also be flexible in our execution to adjust course as needed.

If one thing is certain, it is that we could not have made this extraordinary progress without your support. We will continue to do this together, and together we will ensure the continued success of our System.

Sincerely,

Elaine Mendoza

Elaine Mendoza

Chairman, Board of Regents

John Sharp
John Sharp
Chancellor

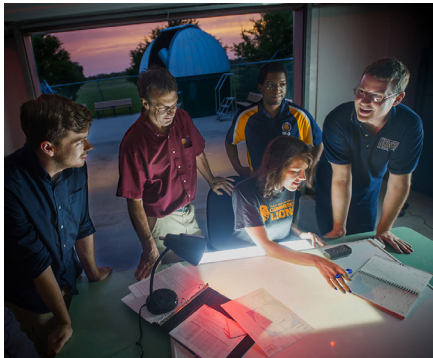


I. Our Strategic Plan Progress

In 2016, we introduced an ambitious strategic plan to guide our 11 universities and seven agencies (now eight agencies, with the addition of the Texas Division of Emergency Management [TDEM] in September 2019). The plan was consistent with our mission to **provide education, conduct research, commercialize technology, offer training, and deliver services for the people of Texas and beyond through our universities and state agencies**. In very real terms, the plan intended to establish the A&M System as the system of choice for students, employers, faculty, staff and research funders in the state of Texas by working toward the following **six imperatives**.

Our Strategic Imperatives

1. **All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.** We will develop a coordinated recruitment and admissions strategy for the A&M System and create coherent pathways among institutions.
2. **The A&M System will remain affordable and accessible.** We will continue to ensure our costs remain reasonable so that the cost of education does not become a barrier for Texans to access the A&M System.
3. **Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** Our member institutions will develop the educational experiences, experiential opportunities and service opportunities our students need to succeed post-graduation in a global economy.



4. **The A&M System will increase its prominence by building a robust and targeted research portfolio.** We will continue to encourage cross-institution and cross-discipline collaboration, and we will support our member institutions in their research pursuits, including obtaining Emerging Research University status.
5. **The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.** We will continue to address the needs of Texas and utilize technology to reach citizens in new ways.
6. **The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.** Our member institutions will be diligent about their plans for growth, and the A&M System will ensure financially sound decision-making at the aggregate level. We have robust financial management capabilities in place and will continue to manage the A&M System's financial health in a holistic manner.

The plan's imperatives and its metrics of success have propelled the A&M System forward, establishing an enduring strategy focused on serving the state of Texas and its people. For this reason, we believe that we focused on the correct priorities four years ago. Given our continued commitment to these imperatives, we recognize the importance of communicating our progress. Important accomplishments have been achieved within each of the plan's imperatives. Our successes are significant because they demonstrate the breadth and depth of the A&M System's efforts. Equally as important is recognizing that more progress remains to be made on some measures of success, which we are also focused on highlighting. The remainder of this section highlights the progress we've made, identifying areas where we plan to continue improving.

**From 2014 to 2018, total admissions yield decreased about
3% each year across the System.**

1. **All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.** The A&M System continues to recruit, admit, and educate qualified Texans. Over the past four years, the System has become a home for more Texans: System enrollment has grown 1.8 percent each year, allowing us to capture a greater share of Texas higher education enrollment. This success has been achieved while also raising the overall quality of admitted students. Our focus on Texas students finding a home within our System will continue as we work to increase our yield of qualified applicants, including our share of the top 10 percent of Texas high-school graduates.



- Admissions yield decreased variably at each member institution; College Station had the smallest decrease (1 percent each year), with about 45 percent of admitted students enrolling in 2018. This places us slightly behind The University of Texas (UT) System and all Texas four-year public universities, which experienced a 2 percent average decrease in admissions yield each year from 2014 to 2018.¹ Reaffirming our commitment to making our System the system of choice for Texans, we plan to address the growth of campuses outside College Station and improve the pathways between System schools. This effort will focus on making the A&M System more attractive to Texas students, and, by default, increase yield System-wide.
- The System has increased its share of total Texas higher education enrollment. Since 2014, **the A&M System's share of Texas postsecondary enrollment has grown approximately 2 percent annually.** Due to this progress, one-fifth of Texas high-school students who enroll in either major Texas systems or private institutions choose the A&M System.
- The A&M System's share of the top 10 percent of Texas high-school graduates decreased from 33.9 percent in 2014 to 31.7 percent in 2018. In the same four-year period, the System's share of Texas high-school students who are in the top 10 percent of SAT scores increased from 20.3 percent to 21.2 percent. We remain committed to recruiting and admitting the most qualified Texas students, understanding that student quality is multifaceted and should not be limited only to high-school rank or test scores. We are proud to be part of a land-grant tradition and are fully focused on putting higher education within the reach of all Texas citizens.

Other notable progress:

- The Craig and Galen Brown Foundation and Merit Scholarship program is ranked highly for the A&M System. Since 1992, the Brown Foundation has awarded over 400 scholarships to Texas A&M's top incoming freshmen. In 2017, the Brown Foundation celebrated its 25th anniversary with an event celebrating former Brown Scholars and its 119 current Brown Scholars.
- We are committed to increasing System-wide enrollment. This strategic plan update will challenge member institutions to refine their growth goals so that we can build a strategy to support long-term System growth.
- The System-wide acceptance rate decreased 1 percent each year from 2014 to 2018. In the same period, the UT System and statewide four-year public institutions experienced a 2 percent and 1 percent average increase in their acceptance rate each year, respectively.² Nevertheless, in 2018, the A&M System accepted most applicants (72 percent), highlighting our commitment to serve the state of Texas and educate all qualified Texans.

¹The average annual change in admissions yield was calculated using publicly available Integrated Postsecondary Education Data System (IPEDS) data for the UT System and all Texas four-year public universities.

²The average annual change in acceptance rate was calculated using publicly available IPEDS data for the UT System and all Texas four-year public universities.

2. **The A&M System will remain affordable and accessible.** Over the past four years, the A&M System has made remarkable strides in cultivating a more diverse student body while remaining affordable in the state of Texas. We understand that to create equal opportunities for all Texas students we need to increase access and strengthen student support systems. Our focus on ensuring the affordability and accessibility of our System empowers and engenders an inclusive community and will continue in the years ahead.

- The total number of first-generation undergraduate students increased 5 percent each year from 2014 to 2018. Along the same line, Pell Grant recipient enrollment increased by about 2 percent each year from 2014 to 2018. This progress is a testament to the A&M System's commitment to remain accessible to all students regardless of cultural or socioeconomic backgrounds.
- The A&M System is also serving a more racially diverse student body. Underrepresented minority enrollment increased by about 2 percent annually from 2014 to 2018, growing in line with overall demographic shifts in Texas.
- Undergraduate students are also graduating faster, boosting A&M System affordability. We were able to reduce the average time it takes undergraduate students to earn a bachelor's degree across the System by 4 percent from 2014 to 2018, indicating that more undergraduate students are finishing their degrees closer to four years. We take our responsibility to help students plan an efficient path to graduation seriously because we know that failing to do so makes the cost of higher education more burdensome for Texas families and the state of Texas.

32% of first-generation students
in the overall System student body



System-wide total enrollment
increased

+2% EACH
YEAR

driven primarily by System-wide
application growth of

+6% FROM 2014
TO 2018

Annual application growth of our
regional universities

6.6%

was almost double that of
College Station

4%

A&M System enrollment lagged
that of the UT System but was in
line with Texas public institutions,
which also grew at

+2% PER
YEAR

Student SAT scores **increased**
across all campuses from
2014 to 2018

System-wide median 75th
percentile SAT score improved

9%

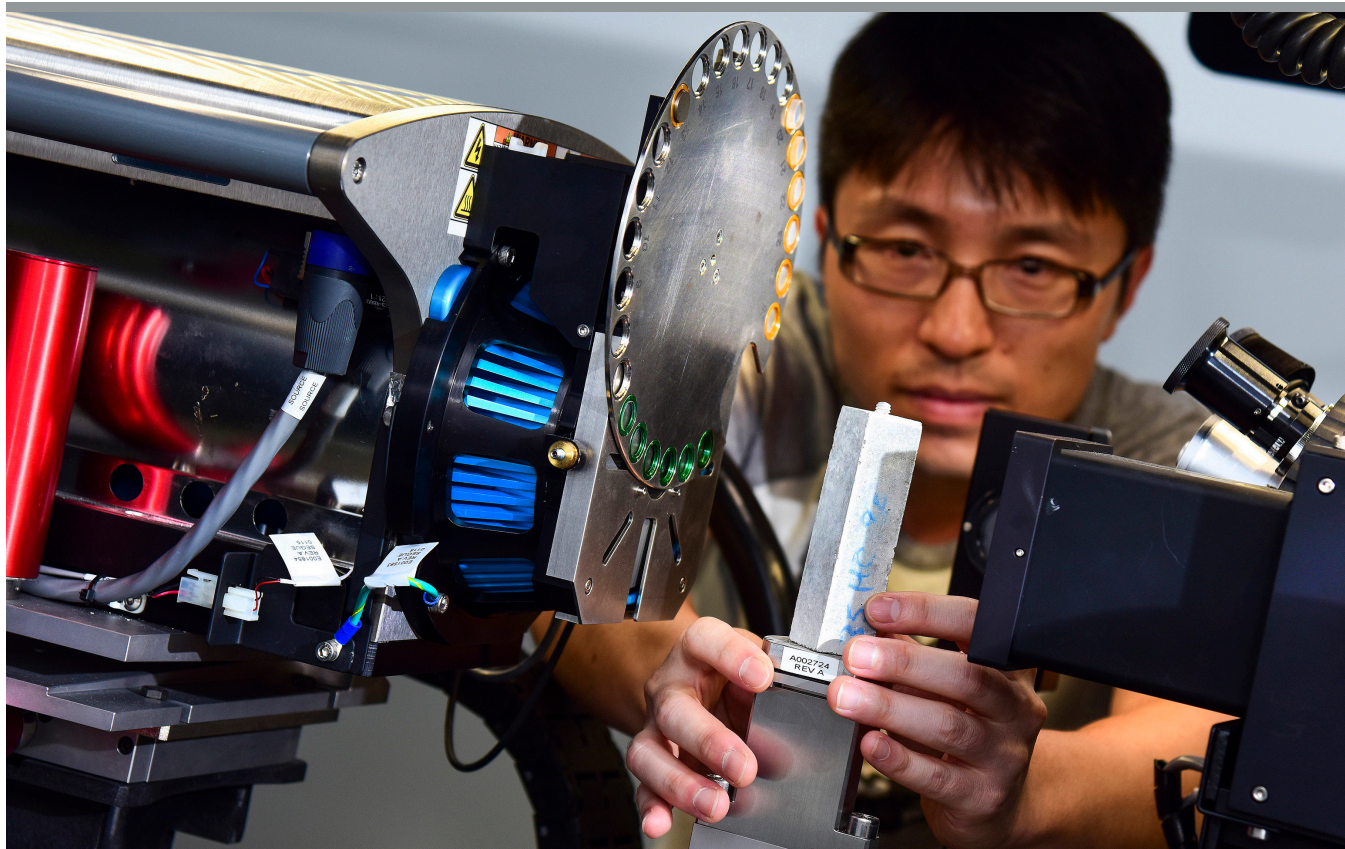
These improvements underscore
that the quality of our System has
improved as we work to educate
more Texans

System-wide median 25th
percentile SAT score improved

14%



- The A&M System has remained affordable relative to median Texas family incomes. In 2014, the median ratio of student debt to family income was about 53 percent across the System. While median student debt stayed constant from 2014 to 2016, median income for Texas households increased. Overall, this decreased student debt to median income by 3 percent from 2014 to 2016. We are acutely aware of the growing burden that student debt represents for students, and we have made extraordinary efforts to do our part to lessen this burden for Texas families.
 - In June 2020, The Texas A&M University System Board of Regents created a **\$100 million scholarship fund** with the goal of making the A&M System’s 11 universities better reflect the state’s demographics. The scholarship program aims to support students who are racially diverse, first-generation, and/or from low-income families in the wake of economic uncertainty associated with COVID-19.
3. **Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.** It is the System’s hope that students grow intellectually and personally in a way that allows them to make great contributions to the state of Texas and the world at large. Over the past four years, we continued to see students succeed in the System, with a higher percentage of them graduating in four years. A&M System students also appear to be moving on to jobs at a strong rate, demonstrating that our students are graduating prepared to make a real-world impact.
- The A&M System has prioritized strong student support systems to ensure that students stay in the System until graduation and, when possible, graduate on time. Freshman students are the most likely to drop out, so we are proud that from 2014 to 2018 **A&M System median first-year persistence rates increased by 1 percent**. Additionally, **the six-year graduation rate improved by 2 percent to 50 percent** across the System from 2014 to 2018. Graduation rates vary by campus; in 2018, 86 percent of students in College Station graduated in six years compared to 49 percent of students at our regional universities.
 - College Station graduate salaries exceed statewide university averages by an increasing amount over time; College Station students earn an average of \$5,600 more at the first year following graduation, \$9,000 more at the third year, and \$12,200 more at the fifth year. We remain committed to raising the specialization and performance of all our campuses so that all A&M students are ready to take on the job market and contribute to the Texas economy as well as the global economy.



Other notable progress:

- Student experience, as measured in part by the student-to-faculty ratio, has improved. Public data suggests that the College Station ratio has stayed constant during this time, much like other member institutions. The System plans to address growth across campuses to ensure that student experience is equally positive and fulfilling across all System universities.
4. **The A&M System will increase its prominence by building a robust and targeted research portfolio.** The A&M System continues to deliver impactful research that improves society at a community, state, national and global level. The A&M System is now the largest research institution in the southwest United States, ranked above all other Texas institutions in total research expenditures and ranked in the top 20 research universities nationally. Efforts to grow research expenditures, research volume and distinguished faculty members, coupled with a commitment to leverage A&M System resources to capture true multidisciplinary research opportunities, position the A&M System to bring great benefits to the state of Texas and the world at large.
 - **Total System-wide research expenditures grew about 2 percent each year from 2014 to 2018.** This momentum resulted in research expenditures exceeding \$1 billion in 2018 — a landmark moment for the A&M System. The System has made significant investments to ensure it stays a national and international leader in research going forward.

88%

of students who start their education at a Texas A&M institution continued to a second year of enrollment

19:1

student-to-faculty ratio in 2018



\$1 Billion

research spending in 2018

The A&M System received

50

national academy members
in FY 2018, up from

37

members in FY 2016

+480

computer science degrees (217
A&M group³ and 264 regional
universities)

+1,400

engineering degrees (891
A&M group and 522 regional
universities)

+50

math degrees (50 A&M group and
4 regional universities)

- In 2018, about 50 percent of the over 6,300 research proposals submitted were awarded, resulting in an award amount of about \$746 million across the System.
 - The rising prominence of the A&M System's research portfolio can also be seen through the growing number of distinguished faculty members. This progress is evidence that our faculty members' research is having global-scale impacts and raising the prominence of our System.
 - Among the criteria for a university to be considered an Emerging Research University is to award 30 or more Ph.D. degrees annually for two consecutive years. In fiscal year (FY) 2019, Texas A&M University-Corpus Christi made strong progress toward this designation by awarding 27 Ph.D. degrees in FY 2016, up from 15 in FY 2014. We are proud of A&M-Corpus Christi's efforts and will continue to encourage other member institutions to offer the highest academic degrees to our students.
5. **The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state's economy.** The A&M System was designed to prepare educated problem solvers to lead the state's economic and social development. This fundamental mission, born out of the land-grant heritage of service, remains today. We continue to respond to this mission by granting more degrees in critical fields for the state and prioritizing the work of our eight state agencies that help solve important problems, ranging from protecting natural resources to implementing emergency management programs.
- To help meet the state's critical need, the A&M System takes seriously our responsibility to strengthen the pipeline of students pursuing degrees in computer science, engineering, math and physical science. In 2018, we granted about 7,000 degrees in these four fields combined. From 2014 to 2018, we increased the number of degrees granted in computer science, engineering, and math.

³The A&M group refers to the College Station campus, the Galveston campus, and the Health Science Center.

- The A&M System also increased the number of contact hours and services provided by our service-oriented agencies. From 2014 to 2018:

Texas A&M AgriLife Extension	Provided about 459,000 additional teaching hours in the areas of agriculture and environmental stewardship to the people of Texas
Texas A&M Forest Service	Provided about 192,000 additional hours to ensure the state's trees, forests and related natural resources are protected and sustained, despite decreasing the number of services it provides Texas
Texas A&M Engineering Extension Service	Provided about 4,000 additional emergency response hours to aid disasters across the state and the nation, and added about 45,000 services focused on developing training and practical workforce solutions
Texas A&M Veterinary Medical Diagnostic Laboratory	Provided about 110,000 additional test samples to promote and protect animal health and public health in Texas

6. The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability. The future success of our System depends on our commitment to managing our resources responsibly and sustainably. We strive to be good stewards of the funds we have been given, and we continue to support and grow our ambitions while maintaining healthy financials and expanding our donor base.
- A Composite Financial Index (CFI) score⁴ of 3.0 or greater is considered satisfactory financial condition. At 5.6, our academic CFI combined score remains healthy. This score indicates that the A&M System continues to see strong financial health and can weather financial difficulties and/or invest in new programs and activities despite the challenging environment facing higher education institutions.
 - Having sufficient reserves is vital because they produce income that enables our campuses to launch projects that might otherwise be difficult to fund. **In 2018, our System had an average of approximately three months of reserves.** Given the uncertainty caused by the global pandemic, we challenge System institutions to assess their reserves and determine whether they are appropriate.
 - **The median administrative cost ratio⁵ across all A&M System campuses was approximately 9 percent in 2018.** The A&M group median ratio was about 5 percent, while the regional university median ratio was in line with the System-wide median.
 - The System expects about a 9 percent three-year return on investable assets.

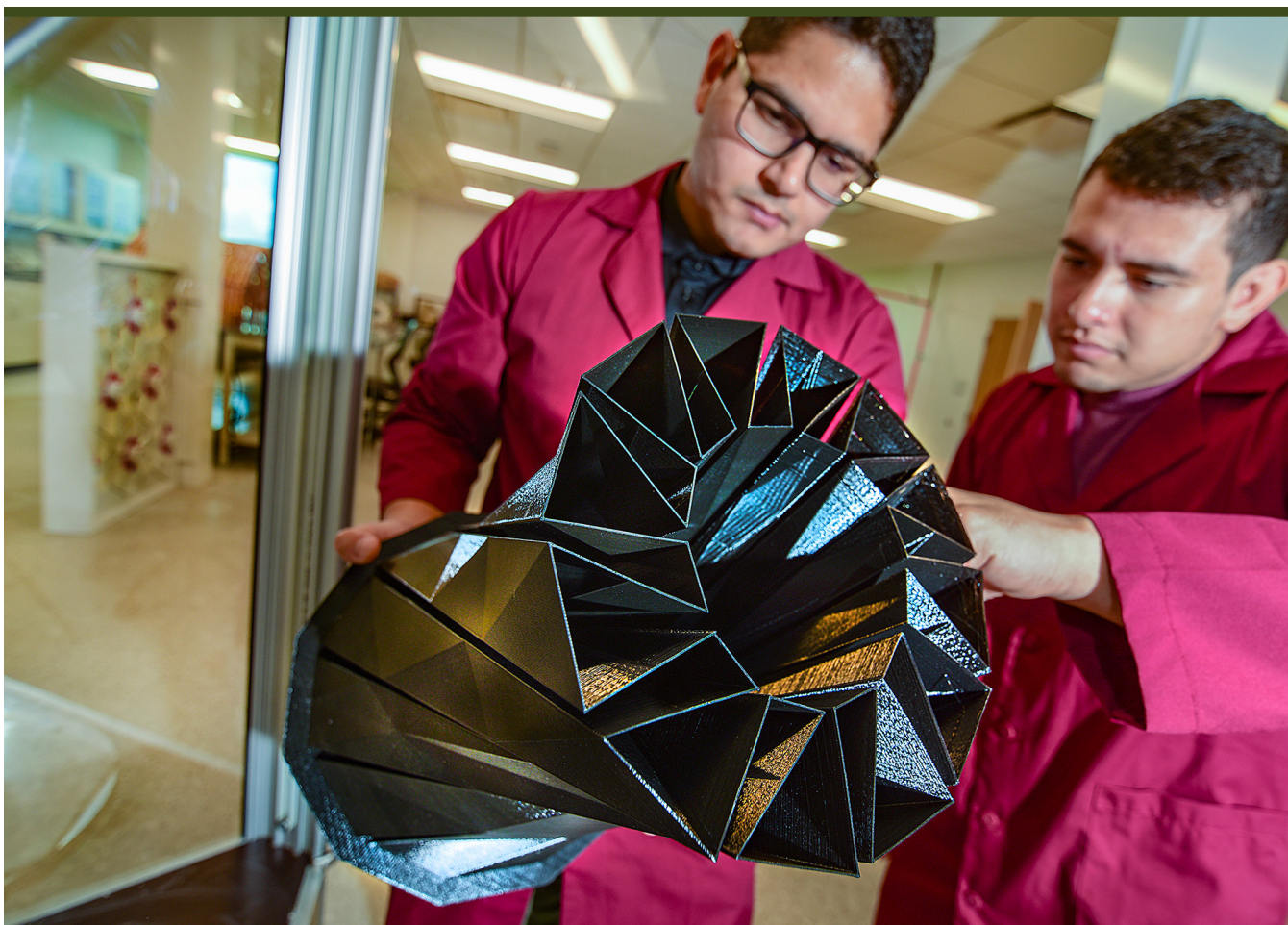
From 2014 to 2018, the Texas A&M Foundation increased donations by over

\$100 Million

and expanded its donor base by 2,700 donors

⁴ The CFI is one tool used across the industry to help assess the overall financial health of an institution by blending primary reserve ratio, viability ratio, return on net position, and net operating ratio.

⁵ The administrative cost ratio is defined as Institutional Support / (Total Operating Expenses – Auxiliary Operating Expenses).



II. Our Reflections on the Plan's Ambitions

As we reflect on the ambitions of our current strategic plan and how to maintain our momentum, it is increasingly clear our existing plan is strong and focused on the most important priorities. The A&M System has leveraged this plan to commit to the right imperatives and track progress with the correct metrics that have driven success for the System and the state of Texas in recent years.

However, since 2016, the System has grown in ways the plan could have never anticipated. The current plan does not fully account for successes, such as Army Futures Command, Los Alamos National Laboratory and the RELIS Campus. These triumphs require taking opportunistic, but well-informed, big bets that reflect our capability to innovate on a national and global level. These investments position the A&M System well to address the unprecedented challenges of the COVID-19 pandemic. Our existing investments in infrastructure will allow the System to continue its unwavering commitment to serve the state of Texas and the United States more broadly to support development and manufacturing of the testing equipment and vaccinations needed to fight this pandemic.

Army Futures Command	In October 2019, the A&M System announced a cooperative agreement with the Army Futures Command that will provide up to \$65 million over five years to Texas A&M, supporting research into new technologies to help the Army Futures Command modernize the nation's fighting force.
Los Alamos National Laboratory	In June 2018, Texas A&M was one of the parties awarded a five-year contract to manage and operate Los Alamos National Laboratory, a prominent federal laboratory facility in New Mexico that employs more than 11,000 individuals and houses radioactive and weapons-grade nuclear materials. Los Alamos is one of the largest laboratories in the United States, and this partnership allows the A&M System to deepen its highly technical expertise and support for critical research tied to our national security.
RELLIS Campus	In 2016, the A&M System announced it would rename and transform a 1,900-acre campus to a state-of-the-art training facility and research hub for the technology, engineering and telecommunications industry. The RELLIS Campus facilities will be a leader in the development, testing and evaluation of next-generation transportation and engineering technologies.
Texas Medical Center	The A&M System is currently building a half-billion-dollar complex at the Texas Medical Center to house its groundbreaking Engineering Medicine Program and provide housing for medical and nursing students in Houston. This is the largest recent development project in the city of Houston, a testament to Texas A&M's rising prominence in the area and its dedication to meeting the medical needs of Texans.
Texas A&M AgriLife	Texas A&M AgriLife is the nation's largest comprehensive agriculture program. It partners with the U.S. Department of Agriculture, the National Institutes of Health and the state of Texas to conduct world-class research.
Bush School of Government and Public Service	The Bush School of Government and Public Service has become a leading public and international affairs graduate institution, ranking in the top 10 percent of graduate public affairs schools in the nation.
Texas Division of Emergency Management	In September 2019, Texas state law placed TDEM under the A&M System. This move came after the A&M System effectively led in rebuilding Texas after Hurricane Harvey. Adding an eighth state agency has allowed the System to take on a greater role supporting the state of Texas in disaster management. TDEM is leading efforts across the state to increase production of personal protective equipment and expand COVID-19 testing sites and other coronavirus-related responsibilities, helping the state effectively work toward reopening.

Given these unforeseen accomplishments, we must continue to raise expectations for our System and seek out opportunities that allow our growth to continue. **We plan to adjust two areas of the strategic plan to accommodate an even bolder vision of the future for the System.** To make this vision a reality, we will add the following two imperatives to the current strategic plan:

- **The A&M System will pursue pioneering/progressive opportunities to address national and global challenges.** We will focus on developing partnerships and innovating programs that will confront national and global problems by leveraging our experience from recent big bets that have increased our System's prominence. The System's prior investments in research position it well to support vaccine manufacturing to address the COVID-19 pandemic. The existing investments in infrastructure will allow the System to support development and manufacturing of the testing equipment and vaccinations needed to fight this pandemic.
- **The A&M System will build a strategy to sustain long-term System growth.** We will challenge member institution leadership to redefine their growth goals and empower them to place bets on what can drive growth in a way that is sustainable for their campuses and the System more broadly. The Board of Regents will not dictate these growth goals. Instead, we will ask questions to ensure that member institutions have set growth plans and an established process to achieve their goals.

III. Our Revisions for the Future

The existing imperatives will remain largely intact, reaffirming the vision laid out in 2016. Nevertheless, the following revisions are offered to the current imperatives to ensure the A&M System continues to fulfill its mission in the foreseeable future:

1	All qualified students will find a place in the A&M System and will have an array of pathways to pursue their ambitions and interests.	<ul style="list-style-type: none"> • Leverage the A&M brand to create opportunities for more Texas students • Highlight strategic mobility pathways throughout the System that allow students to take advantage of the full A&M System network of schools
2	The A&M System will remain affordable and accessible.	<ul style="list-style-type: none"> • Add a measure of success: Total cost of attendance
3	Our students will leave the A&M System as responsible and engaged citizens prepared for successful careers in an increasingly global economy.	<ul style="list-style-type: none"> • Enhance the graduation rate metric by specifying that four- and six-year rates will be measured, and that the A&M System will remain compliant with all federally mandated reporting requirements • Clarify “responsible and engaged” citizens and identify appropriate metrics to better assess and track student success
4	The A&M System will increase its prominence by building a robust and targeted research portfolio.	<ul style="list-style-type: none"> • Clarify the research focus areas to address and impact national and global issues • Outline a clear set of campus-specific research priorities
5	The A&M System will provide services that respond to the needs of the people of Texas and contribute to the strength of the state’s economy.	<ul style="list-style-type: none"> • Identify appropriate metrics to better assess and track Texas impacts
6	The A&M System, in adhering to the high standard of excellence and growth required in this strategic plan, will display prudent financial stewardship and sustainability.	<ul style="list-style-type: none"> • Establish a mechanism to monitor expense growth relative to revenues

As mentioned previously, the System is also adding two additional imperatives designed to reflect desires to sustainably build upon its successes. The following are additional imperatives and measures of success for these imperatives:

7	The A&M System will pursue pioneering/ progressive opportunities to address national and global challenges.	<ul style="list-style-type: none"> • Focus on developing partnerships and innovating programs that will confront national and global problems by leveraging our experience from recent big bets that have increased our System’s prominence <p>Measures of success:</p> <ul style="list-style-type: none"> • Defined national and global challenges that the A&M System is best positioned to solve • Pursuit of opportunities aligned to A&M System priorities and capabilities
8	The A&M System will build a strategy to sustain long-term System growth.	<ul style="list-style-type: none"> • Challenge member institution leadership to redefine their growth goals and empower them to place bets on what can drive growth in a way that is sustainable for their campuses and the System <p>Measures of success:</p> <ul style="list-style-type: none"> • Clearly defined growth plans for each member institution • Enrollment tracking at regional campuses according to identified growth plans for each campus • Retention rate at regional campuses • Identification of specialties within regional campuses

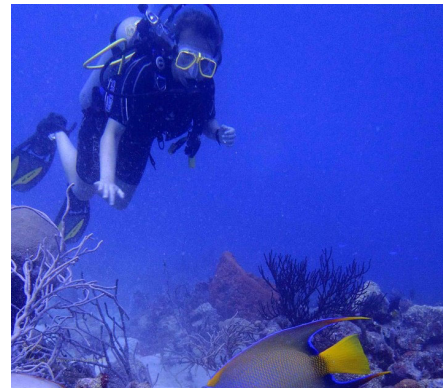


IV. How We Will Use the Plan in the Future

The Board of Regents will remain actively engaged in its governance role, helping System leadership set the broad direction of the System and accomplish the goals laid out in this plan. This plan does not outline specific strategies or tactics to pursue the revisions outlined previously. Rather, with this revised plan we intend to clarify our aspirations and expectations for the A&M System and member institutions. We recognize the importance of allowing A&M System and member institution leadership to use their thought leadership to continue to develop plans that leverage their unique strengths and contexts to achieve success for themselves and the System at large.

As Regents, we commit to ensuring this plan continues to serve as a living document to focus the System leadership's attention on the key imperatives that will improve the trajectory of the A&M System and the state of Texas. Regents will achieve this by:

- Keeping the plan central during Board of Regents meetings, allowing it to guide decision-making.
- Holding all System institutions accountable for reporting their progress relative to new and revised imperatives and metrics.
- Communicating progress toward executing imperatives and metrics more broadly to constituents.
- Updating the plan relatively quickly if, and when, change happens.



11 Universities



8 State Agencies



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