



Position Specification

Texas A&M University System
Chancellor

Our Client

The Texas A&M University System was officially established in 1948 and has evolved into one of the largest systems of higher education in the nation, with a statewide network of 11 universities, including its land-grant flagship campus, Texas A&M University, and ten regional universities across the state. Additionally, the A&M System provides service and education to the people of Texas and beyond through eight state agencies, Texas A&M-Fort Worth, Texas A&M-RELLIS and the A&M System administration office.

Each of the A&M System members has its own unique mission, history and goals. Together, they provide research, educational programs and community enhancement services that improve the lives of people in Texas and around the world. A&M System universities educate over 157,000 students and make more than 21 million additional educational contacts through service and outreach programs each year.

With more than 28,000 faculty and staff positions, the A&M System has a physical presence in 250 of the state's 254 counties and a programmatic presence in every county. The A&M System has property holdings totaling more than 62,000 surface acres and 65,000 mineral acres. System-wide, externally funded research expenditures exceed \$1.5 billion and are a driving force in the state's economy. The A&M System is a beneficiary of the Permanent University Fund (PUF), a public endowment established in the Texas Constitution of 1876.

The A&M System, with a total operating budget of over \$8 billion, is governed by a nine-member Board of Regents (all gubernatorial appointees). The Board includes a nonvoting student member, which was added in 2006. The regents appoint the Chancellor, who serves as chief executive officer and oversees the direction and operation of the A&M System. The A&M System's role is governed by the state's education code, Title 3, chiefly Ch. 51, Sec. 51.353 and Ch. 85, Sec. 85.17.

For an in-depth brochure on the Texas A&M University System, please refer to [this link](#).

The Role

The Chancellor of the A&M System reports to the Board of Regents, and is responsible for the administration of the entire system. The following currently report directly to the Chancellor:

- Deputy Chancellor and Chief Financial Officer
- General Counsel
- Vice Chancellor for Marketing and Communications
- Vice Chancellor for Research
- Vice Chancellor for Academic Affairs
- Vice Chancellor for Governmental Relations
- Vice Chancellor for Disaster and Emergency Services
- Vice Chancellor for Business Affairs
- Chief Investment Officer and Treasurer
- Chief Information Officer
- Vice Chancellor and Dean of Engineering
- Vice Chancellor and Dean of Agriculture and Life Sciences
- Vice Chancellor for Health and Strategic Initiatives

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The chief executive officer of each campus and agency within the A&M System also currently reports to the Chancellor and Board of Regents. The reporting campuses include:

- Texas A&M University
- Prairie View A&M University
- East Texas A&M University
- 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

The reporting state agencies include:

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

Key Priorities

The Chancellor will lead the development and implementation of a vision in accordance with the A&M System's goals. In addition to the day-to-day responsibilities of running the system, the next Chancellor will have the opportunity to focus on the following opportunities:

Set a bold strategic vision for the future of the system

- Develop a robust strategic plan, in partnership with the Board of Regents and other system leadership, for the next decade of the A&M System;
- Foster the A&M System's distinctive culture, which centers the land grant mission, student success, and service to citizens across the state;
- Move the state forward through the combined efforts of system agencies;
- Advocate for higher education on both a state and national level, in part through extensive interaction with elected officials, the business community, media, and the general public;
- Strengthen relationships between the system's universities and agencies, giving each a clear role to play in that broader strategic vision; and
- Cultivate a positive working environment for faculty, staff, and students.

Foster and maintain legislative relations

- Develop a robust legislative agenda, targeting policy outcomes that best serve the A&M System's strategic vision;
- Pursue economic development goals, to the state's benefit, through prioritized policy measures;
- Collaborate with a wide array of state and federal partners; and

- Operate with efficiency and diplomacy in a bureaucratic environment.

Secure new and existing funding sources

- Maximize state and federal funding for flagship, regional universities, and state agencies;
- Elevate the system's profile nationally and internationally by articulating its core values and comparative advantages;
- Contribute to the growth of the endowment through strategic partnership with alumni associations across the A&M System;
- Investigate market gaps in the higher education and research landscape where the system can fill a need and strengthen earned revenue; and
- Cultivate philanthropic support from individuals, foundations, corporations and external partners.

Enhance the system flagship

- Uphold and strengthen brand identity for the system's most visible institution;
- Support investment in undergraduate and graduate education, as well as the development of faculty and staff;
- Improve the campus's medical and health sciences offerings, particularly as it pertains to graduate education;
- Fulfill mission-critical aspects of flagship's status as a land-, sea-, and space-grant institution;
- Support initiatives that enhance the student experience; and
- Advance the collaborative and interdisciplinary opportunities for research and academic programs.

Enhance regional campuses

- Develop a working understanding of each campus's history, community context, and student population;
- Anticipate higher education trends and seize opportunities to invest in each university's future;
- Manage distributive enrollment growth across the system to ensure optimized allocation of resources;
- Increase supports for medical and health sciences across the system, particularly in the context of rural healthcare delivery;
- Continue and grow support for research endeavors across each campus unit, particularly those campuses providing community-relevant research services, such as those in agriculture, geology, and oceanography;
- Expand infrastructure, in order to provide comprehensive residential planning and wraparound services; and
- Build strong relationships with local communities and independent school districts.

Enhance system agencies

- Enhance partnerships with local communities, industries, and government agencies to support economic and educational development;
- Strengthen outreach programs to disseminate research findings and innovations; and
- Integrate practical, hands-on learning experiences in engineering, veterinary, and agricultural sciences.

Build upon research enterprise

- Advance cutting-edge research in agriculture, engineering, forestry, veterinary medicine, and transportation, particularly through robust partnerships with National Labs;
- Catalyze a system-wide expansion within the state agencies that includes faculty, facilities, and graduate studies;
- Continue support and development of the RELLIS Campus, the system's technology and innovation hub, particularly in continued pursuit of workforce preparedness goals;
- Develop partnerships within and beyond the system's state agencies, connecting them to one another and to external partners in pursuit of greater impact; and
- Encourage creative thinking and entrepreneurial spirit across the agencies, in order to improve outputs and diversify existing portfolios.

Qualifications

The Texas A&M University System is seeking a transformational, strategic, bold, and inspirational leader who will engage all constituents in advancing the system's central mission. This Chancellor will be an embodiment of the A&M System's core values of respect, excellence, leadership, loyalty, integrity, and selfless service. The Chancellor will be a person of character with the experience and skills to build on the system's many strengths. In addition, the Chancellor should have qualifications and personal characteristics that are well matched with the system's values, achievements, aspirations and potential. Strong candidates are expected to demonstrate the following:

- Motivational leader with demonstrable integrity and an ability to recruit, develop, and empower high-performing teams;
- Outstanding communication skills, including public speaking and writing, to represent the A&M System enthusiastically, to advocate on its behalf, and to inspire others to support its mission;
- Successful record of operational management and leadership, demonstrated through similar roles in the public eye;
- Working knowledge of Texas state government, including the critical mechanisms of policymaking and appropriations;
- Familiarity with key Texas peers, including elected officials, state appointees, and industry leaders;
- High emotional intelligence and strong interpersonal skills, including the ability to thoughtfully engage and motivate stakeholders;
- Ability to build consensus and to make decisions in a consultative, collaborative and transparent manner;
- Genuine approach for engaging with constituents and skill at balancing competing interests;
- Deep appreciation for the A&M System's distinctive approach to education and scholarship, which is characterized by a commitment to all of its students;
- Change management skills, including expertise in forming strategic partnerships and managing risks;
- Experience enhancing community relations and forming meaningful and mutually beneficial public partnerships; and
- Skilled at working alongside a robust board.

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Security-sensitive Position

This is a security-sensitive position and is restricted to U.S. citizens and legal permanent residents only. Applicants are subject to a criminal history investigation, and employment is contingent upon the institution's verification of credentials and/or other information required by the institution's procedures, including the completion of the criminal history check.

Non-discrimination

The Texas A&M University System is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer.

Start Date

The next Chancellor will have a start date of July 1st, 2025.

Nominations

Interested individuals should provide an electronic version of their resumé (Microsoft Word or PDF strongly preferred). A letter describing interest in, and qualifications for, the position is recommended, but not required. All inquiries, nominations, and applications should be sent to TAMUS.Chancellor@russellreynolds.com no later than Monday, December 23rd, 2024.

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