

ATM

**WE DON'T RECITE
OUR CORE VALUES**

WE LIVE THEM



**IF YOU MET
ONE AGGIE,
YOU MET
THEM ALL**

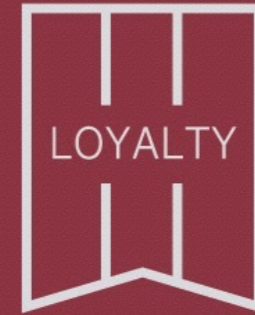
AGGIE JOKES

**SELFLESS
SERVICE**

AGGIES GIVE BACK
IN A LOT OF WAYS:
TIME, TALENT
& TREASURE



PRIDE



GETTING
THINGS
DONE IS A
MINDSET

RESPECT

**HARD-WORKING
DOERS**

HUMBLENESS

COMMITTED

DOWN TO EARTH AND PRAGMATIC

CONSERVATIVE CHRISTIAN

IT'S NOT ABOUT THE

→ **ME** ←

IT'S ABOUT THE

← **WE** →



INTEGRITY



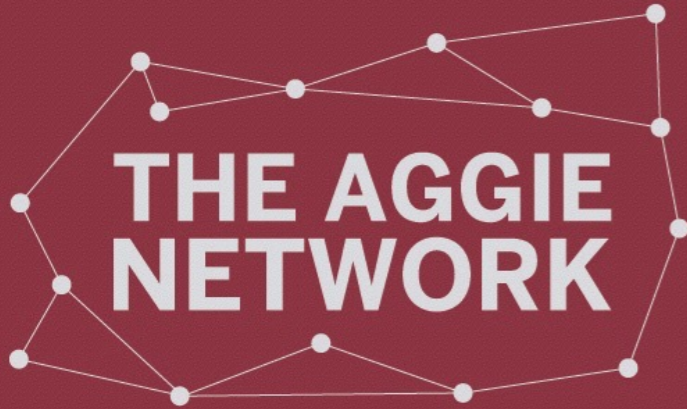
LEADERS OF CHARACTER

STILL SEEN AS
FARMERS AND
A GOOD OL'
BOYS NETWORK

WE HOLD EACH OTHER

ACCOUNTABLE

BEING PART
OF SOMETHING
BIGGER
THAN YOURSELF

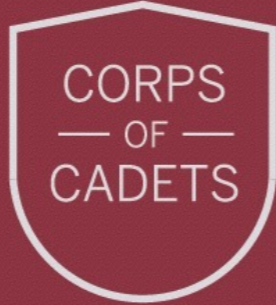


THE BEST PLACE
IN THE WORLD
BUT IT'S NOT
FOR EVERYONE

PERPETUATING THE STORY
WE DON'T WANT TO TELL



AGGIE RING



CORPS
— OF —
CADETS



LEGACY

FROM THE OUTSIDE
LOOKING IN YOU CAN'T
UNDERSTAND IT.

FROM THE INSIDE
LOOKING OUT YOU
CAN'T EXPLAIN IT.

MUSTER

SILVER TAPS



EVERYTHING
TIES BACK TO
TRADITION

STUDENTS ARE
VERY INVOLVED
OUTSIDE OF THE
CLASSROOM

NAIVETY



BRAND
CONFUSION

LEADERSHIP
ORGANIZATIONS

YOU DON'T GET
IT UNTIL YOU'VE
BEEN THERE



UNABLE TO
LOOK AT SELVES
OBJECTIVELY



CULT IS PART OF
CULTURE

CONSERVATIVE
TRADITIONAL

WHILE YOU WANT TO
CHANGE
YOU WORRY ABOUT
CHANGE

TOUT DIVERSITY,
BUT THERE IS
STILL A FEELING OF
EXCLUSIVENESS

PROGRESSIVE
INSTITUTION WITH
AGE-OLD VALUES

ACADEMICS

UNDERDOG MENTALITY SOMEWHAT ERASED WITH MOVE TO SEC

PRACTICAL



HIGH-IMPACT LEARNING

WORK SO HARD TO AVOID ANYTHING NEGATIVE, THAT WE HAVE TROUBLE SAYING ANYTHING POSITIVE

LOOKING TO TRANSFORM

THE FIELD. NOT WORK IN IT.

POSITIONED TO BE THE UNIVERSITY OF THE 21ST CENTURY

COLLABORATIVE

PURSUIT OF EXCELLENCE



"PEOPLE THINK WE'RE JUST AN ENGINEER OR FARMERS SCHOOL"

BEST KEPT SECRET



TOP-TIER RESEARCH UNIVERSITY

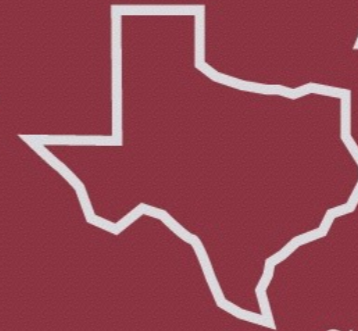
SOLVING REAL-WORLD PROBLEMS OF TODAY

AFFORDABLE

LAND-GRANT OBLIGATION

SUCCESSES GO UNCOMMUNICATED

EXCITEMENT OF RESEARCH



ACCESSIBLE

ESTABLISHED TO SERVE THE STATE OF TEXAS

SUPPORTIVE OF ANY THAT GREAT IDEA WILL HELP THE WORLD



NATIONALLY-RANKED

LACK OF COMMUNICATION BETWEEN MARKETING AND COLLEGES

NOT ATTRACTING YOUNGER CUTTING-EDGE FACULTY

ELITE, BUT NOT ELITIST

UNIQUE SELLING PROPOSITION

**DEEP CONNECTIONS
FOR A WORLD OF DIFFERENCE**

TRANSFORMATIONAL LEARNING

CITIZENS OF SUBSTANCE

EXTENSIVE REACH

MODESTLY AUDACIOUS

SIDE BY SIDE

IN

FRONT

*We could do
just about anything
if we tried hard enough*



★ **We are a community of scholars who raise our hands first.**

Those who contribute with a foot on the ground or a buoy in the water, who think the best reaction comes from planning ahead, who can walk through a door, anywhere in the world, and gain the trust of the room with a handshake. Going first takes support. It takes creativity. And above all, it takes fearlessness.





But that's how things get done. And with the honor we live by, and the impact we live for, our entire community becomes a force to be reckoned with.

One that is seen and felt on the forefront of every overwhelming problem, in a family ring that reaches around the world, in a war hymn that can wake astronauts in space.

At Texas A&M, our spirit is passed back and our impact is passed on. And we continue forging ahead, because anything is possible for the fearless.

★

THE FEARLESS

It's about a sense of belonging to something greater than yourself



 **FEARLESS ON EVERY FRONT**

#1 IN TEXAS FOR RETURN ON INVESTMENT
Payscale.com 2015





TEXAS A&M UNIVERSITY




FEARLESS ON EVERY FRONT

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#2 BEST VALUE
PUBLIC UNIVERSITY
U.S. News & World Report


TEXAS A&M UNIVERSITY

FEARLESS ON EVERY FRONT




#2 BEST VALUE
PUBLIC UNIVERSITY
U.S. News & World Report


TEXAS A&M UNIVERSITY

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1800% BOOST FOR TEXAS ECONOMY



TEXAS A&M UNIVERSITY

FEARLESS ON EVERY FRONT

▶



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DISCOVER MORE ▶



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EXPLORE ▶

SMART BUOYS MAKE WAVES FOR DISASTER RESPONSE



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EXPLORE ▶

UNIVERSITY GRADUATES MOST FORTUNE 100 CEOS




TEXAS A&M UNIVERSITY

FEARLESS ON EVERY FRONT

EXPLORE ▶

DRIVING THE FUTURE WITH HYDROGEN FUEL



TEXAS A&M UNIVERSITY

FEARLESS ON EVERY FRONT

▶

UNIVERSITY GRADUATES MOST FORTUNE 100 CEOS




TEXAS A&M UNIVERSITY

FEARLESS ON EVERY FRONT

DISCOVER MORE ▶

MAKING HEADLINES AND BREAKING BARRIERS




For one community, obstacles are nothing but milestones.

From epidemics and climate change, to disaster response, to securing energy resources for the future, Texas A&M University is determined to do whatever it takes to solve society's greatest challenges. As Texas' first public institution of higher learning, the university holds education reform as one of its highest priorities. This tier-one research university is leading the charge to address the education barriers affecting our entire nation. From accessibility to affordability to results, Aggies are standing up for the solutions we need today and preparing more leaders for the challenges of tomorrow.

ATM | TEXAS A&M UNIVERSITY
FEARLESS ON EVERY FRONT

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THE BEST OUTCOMES FOR ALL INCOMES



College education should be an opportunity afforded to all bright minds.

Texas A&M University is leading the charge to make that a reality. With great value as their priority, they climbed to No. 1 in the U.S. for the combination of high acceptance rates and best outcomes for low-income students, according to PricewaterhouseCoopers.

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TINY KILLERS NEED BIG SOLUTIONS



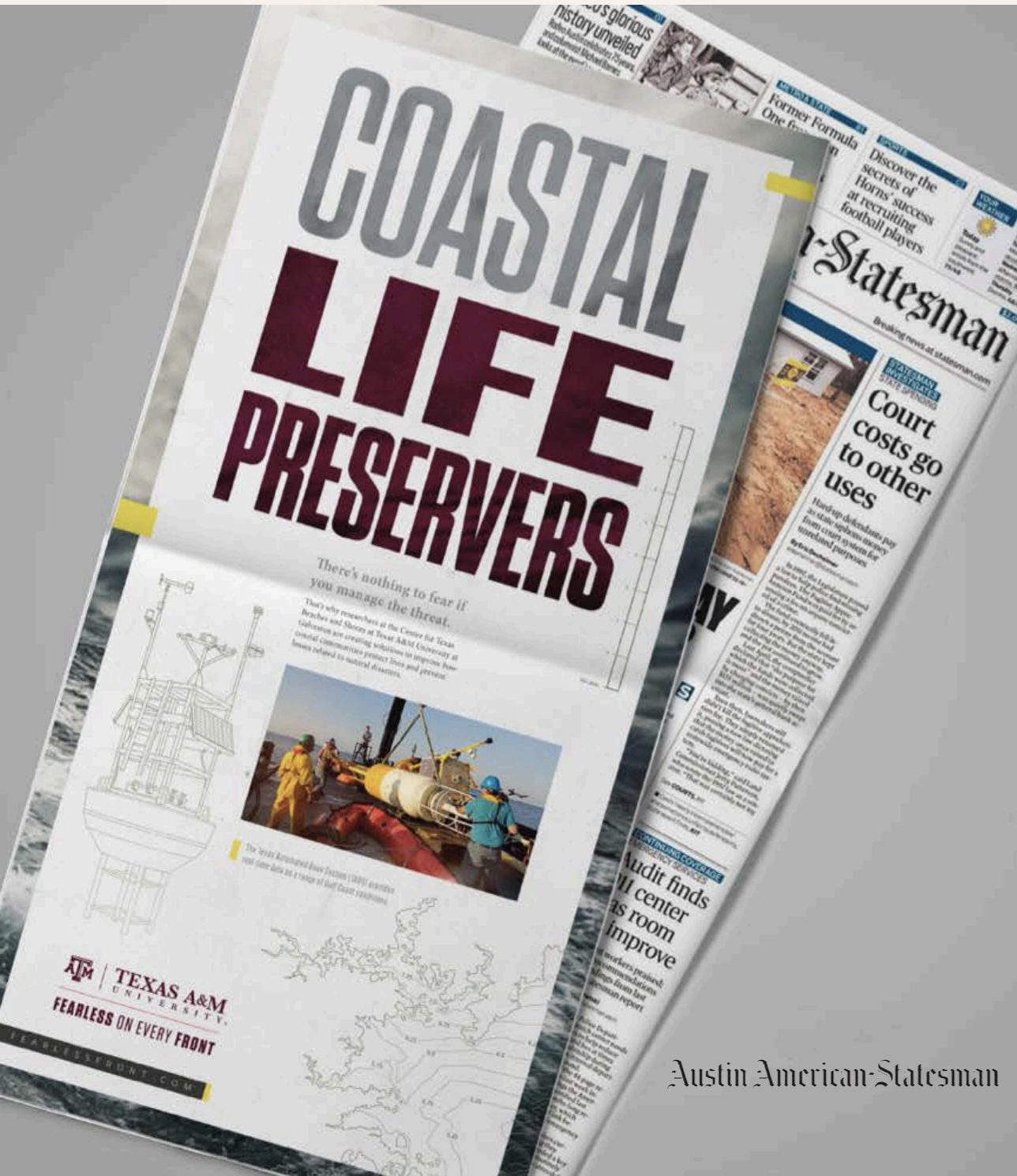
Every year insect-transmitted diseases infect humans, animals, & plants, resulting in millions of dollars in increased health care costs, decreased veterinary care, and lost agricultural production. Texas A&M University is combating these on-the-frontier diseases through peer-reviewed, public education, and research-based research.

An international collaboration of researchers at Texas A&M University, the University of California, and West Nile Virus, have taken innovative steps to eliminate mosquitoes and control the disease.

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FEARLESS ON EVERY FRONT

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ZIKA
 CHAGAS
 WEST NILE

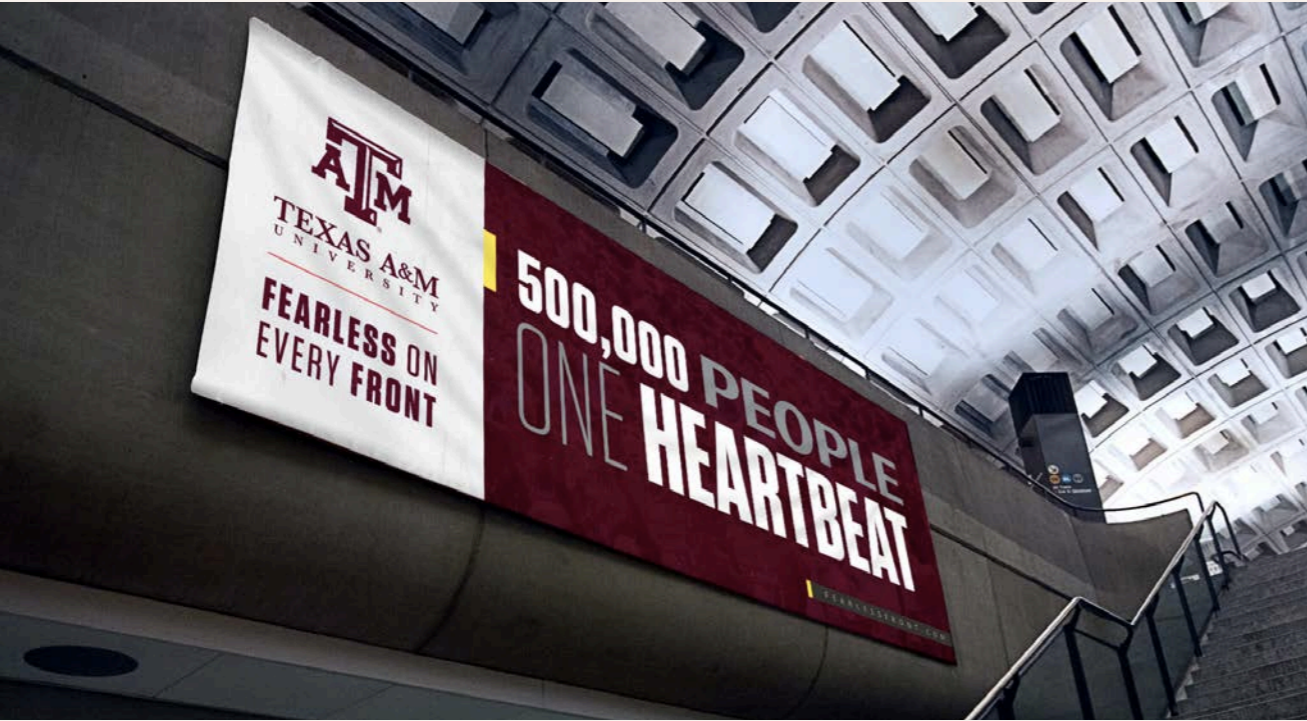


Austin American-Statesman









FEARLESSFRONT.COM

CONFIDENTIALITY IS OUR BUSINESS

THE PUBLIC COMES FIRST AT TEXAS' FIRST PUBLIC

1876

Following the Land-Grant Act of 1862, Texas A&M University opened its doors as the first public institution of higher education in the state of Texas.



USA TODAY COLLEGE Log in


NEWS HOUSING JOBS TUTORS TEXTBOOKS TEST PREP STUDY ABROAD MORE

News > Campus Beat > Over 21,000 Texas A&M students showed up to serve their community at the 2017 Big Event

Over 21,000 Texas A&M students showed up to serve community at the 2017 Big Event

By Savannah Hutchison 3:02 pm EDT March 22, 2017

1.6k shares SHARE TWIST EMAIL



The 25th annual TAMU Big Event. (Photo:igor krapajko)

On Saturday, March 25th, about 21,000 Aggies rolled out of bed at the crack of dawn to serve their community at the 25th annual Big Event, the largest one-day, student-led community service project in the nation.

The morning, which began bright and early, was kicked off with a DJ, free food from sponsors like KIND, Red Bull, Slovacek Sausage and Starbucks, and a speech from Aggie alum Tyson Voelkel.

The tens of thousands of students then went to over 2,000 job sites across the Bryan-College Station area, where they did everything from raking leaves and laying sod to painting and gardening. On a Saturday when they could be Netflix bingeing or sleeping off the week before, their days were spent in selfless service — a core tenet of Aggie values.

GET TOP STORY WEEKLY


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TECHNOLOGY LEADERSHIP ENTERTAINMENT IDEAS VIDEO NEWS

03-20-17

The Dairy Of The Future Is A Sustainable Closed Loop Powered By Cow Poop

By turning manure and wastewater into a power source, dairy farms could cut climate-change-causing emissions and keep harmful chemicals out of the environment.



(PHOTO: VWALAKTE/ISTOCK)

BY EILLIE ANZILOTTI 4 MINUTE READ


Last fall, despite strong opposition from farmers, California was the first state to pass legislation to curb cow-produced methane. The bill, called "anti-flatulence," aims to mitigate climate change by...

TONIC

SURVIVAL GUIDE

What Would Happen if All the Bees Died Tomorrow?

AS AC Dillon Mar 1 2017, 1:01pm



It's not just about honey shortages, of course.

Spend enough time sifting through the detritus of fake quotes that is The Internet and you'll probably see this:

If bees disappeared off the face of the earth, man would only have four years left to live.

The line is usually attributed to Einstein, and it seems plausible enough.

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Bike bright: Texas A&M's glow-in-the-dark lane protects cyclists at night

Garrett Hulfish
Digital Trends Feb 8, 2017 2:28 PM



See a luminescent bike lane in Texas

Nighttime cycling has its risks. Even with an assortment of lights mounted on a bicycle, the cyclist can still be hard for cars to see. That's why cyclists themselves need to be more visible.

At Texas A&M University, they have come up with another solution. A Dutch-style intersection has been given solar luminescent paint so the pathways lit up at night. This glow-in-the-dark bike lane is the first of its kind in the United States.

More: Is this the world's most beautiful bike lane?

This Dutch-style intersection, called a Dutch Junction, was first developed in the Netherlands and replicated in other locations. It's an unsharped intersection with signs for motorized traffic. The point of its design is to move motorized vehicles and out of their blind spots. Small islands separate cars and bicycles turning right. At the same time, it moves cyclists traveling straight into the view of drivers.

FAST COMPANY

TECHNOLOGY LEADERSHIP ENTERTAINMENT IDEAS

02.07.17

Here's The First Glow-In-The-Dark Bike Lane In U.S.

At Texas A&M, no one will miss the new bike lane—just one part of this intersection with no traffic lights.



1/10 The glow-in-the-dark lane—inspired by projects in the Netherlands—is the first of its kind in the U.S.

BY ADELE PETERS 1 MINUTE READ

During the day, a bright green bike lane at a busy intersection on the Texas A&M campus soaks up the sun. At night, thanks to a photoluminescent mineral in the paint, it starts to glow, lighting the path for cyclists.

The Washington Post
Democracy Dies in Darkness

Taking
Bike lane mixes glowing paint and cool design for safety, Texas researchers say

By Fredrick Hassler



Researchers at Texas A&M University say they have designed an innovative bike lane that incorporates futuristic design with glowing paint. They also installed it on campus. (Texas A&M)

Mix the spirit of Vincent Van Gogh, some glow-in-the-dark paint and an increasingly popular mode of transportation in the United States and you may have a safer way to get around.

That's the idea behind an innovative bike path that Texas A&M researchers have created and installed on campus.

By adapting a Dutch intersection design and adding some solar-powered paint, researchers have created a







CONDOR
ARCTIC FOX
LAPACA APHID ARROW CRAB
ARMADILLO
ARCTIC WOLF BLUE JAY BOA
BLACK SEA BASS BEAKED WHALE
BARNACLE BROWN BEAR
BOBCAT

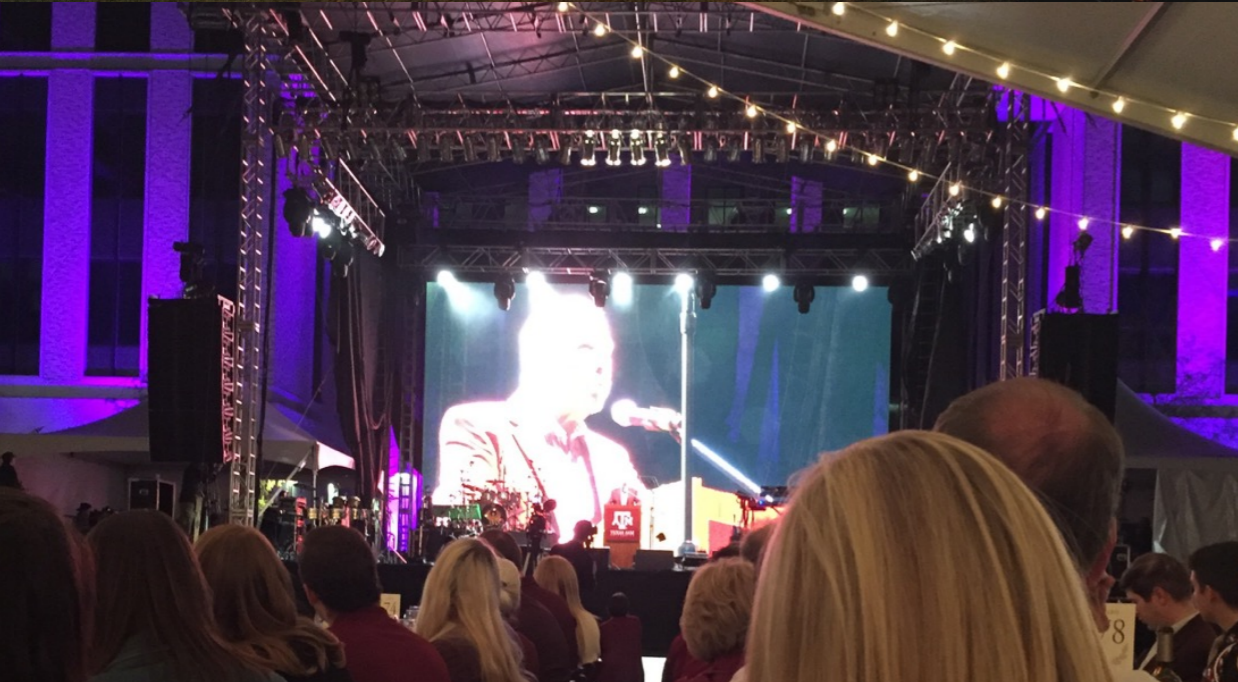
HALE
BIRD BOTTLENOSE DOLPHIN
BLACK WIDOW SPIDER BEAVER
BANDED PIG BEARDED DRAGON
BEDBUG CARDINAL CARIBOU COUGAR
CENTIPEDE
CATERPILLAR

BOBCAT
BLACK PANTHER
BOBOBO APE
BOX JELLYFISH
CHAMELEON
CAPHYBARA
CATFISH
CHEETAH
COBRA
CONDOR
CRAYFISH
CROW



DOVE DORMOUSE
DONKEY DRAGONFLY
DINGO DUNG BEETLE
DAMSELFLY
DUCK EAGLE
DART
COYOTE
CHIMPANZEE
CHINCHILLA
CRANEFLY







★
For over 100 years, Aggies like you have helped light the way for our university to have an exceptional impact on the world. This limited edition print, inspired by Dr. Rodney Hill's Centennial Wood sculpture, celebrates our commitment to serve each other, the state of Texas, and the world. The illustration captures the many unique aspects of the Aggie community, from the science, technology, health, and environmental breakthroughs made here every day to our strong traditions and extensive network. But more importantly, what becomes possible when that community comes together. May this always remind you of the Aggie Spirit and that you can be the spark to move us further than ever before.

ATM LEAD
by EXAMPLE.





Texas A&M President Michael K. Young



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Business

Texas A&M's \$4 Billion Campaign Signals Public Ambition

By [Michael McDonald](#)
November 12, 2015, 5:00 AM EST Updated on Nov 12, 2015

- ▶ Universities try to offset declining state, federal funding
- ▶ Private counterparts have longer fundraising track records

Public U.S. colleges are growing more...

A \$4 billion fundraising campaign unve...

University ranks as one of the largest e...

declining state and federal funding an...

counterparts with longer track record...

HOUSTON CHRONICLE

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LOCAL // EDUCATION

A&M's \$4B fundraising target is largest in Texas history

By Benjamin Wermund and Lauren McGaughy | Nov. 5, 2015

f t e in g p d



Texas A&M University has announced an ambitious fundraising goal unrivaled in Texas in the hopes it can capitalize on recent successes that have drawn the national spotlight to College Station.

IBJ
Indianapolis Business Journal

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Home » Public colleges lift the bar on fundraising campaigns

Public colleges lift the bar on fundraising campaigns

D Education **DIVE**

Public schools orchestrate billion-dollar fundraising campaigns, too

UB University Business

Home » Donors & Dollars » Texas A&M launches state's largest-ever fundraising bid

Texas A&M launches state's largest-ever fundraising bid

University hopes to raise \$4 billion for research, facilities and scholarships

Chron Local US & World Sports Business A&E Life

A&M seeks \$4 billion in massive capital campaign

THE CHRONICLE OF
PHILANTHROPY

Major Campaigns Show Public Universities' Rising Ambitions

FORT WORTH BUSINESS

Home » News

Texas A&M's \$4 billion campaign signals public ambition



HOUSTON **★** CHRONICLE

A&M's \$4B fundraising target is largest in Texas history

USA TODAY

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When to ship gifts

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VOTING YOUR WALLET 2020
Did Trump boost jobs?

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MONEY

College gift gears grads for oil's ups, downs


Bill Loveless for USA TODAY
Published 6:58 a.m. ET Apr. 13, 2016

The petroleum industry has historically been a cyclical one, with swings in prices periodically spelling boom and bust for companies and their workforces.

But the current slump, which has seen prices fall by more than 60% since June 2014, is one of the worst ever for the sector, making job prospects that much less certain, especially for those just entering the field.



A motorist fills up his tank in Atlanta. David Goldman, AP File



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Inside Philanthropy

Who's Funding What, and Why

ISSUES PLACES BLOGS JOBS GRANTFINDER HELP

Higher Education

How Texas A&M Landed Big Grants In Music, Engineering, and Business

Ade Adeniji

On the basketball court over the weekend, the Aggies, down 12 with under a minute to go, impossibly rallied to beat Northern Iowa in overtime. In terms of a deficit overcome, it's the greatest comeback in the history of college basketball. March Madness, indeed.

...school received a \$10 million gift opening of a new Music Activities Center and Jay Graham to establish the Harold Vance Department ...

...ngs for Northern Iowa in terms

Candid at a glance

by Candid.

NEWS RFPs JOBS FEATURES BLOG CLASSIFIEDS

Texas A&M Receives \$10 Million Gift for Music Center

MARCH 9, 2016

Texas A&M University in College Station has announced a \$10 million gift from the Ed Rachal Foundation for a new music center.

The gift, which will count toward the university's \$4 billion Lead by Example campaign, will support construction of the Music Activities Center, the future home of the university's orchestras, choral groups, and bands. When completed, the \$40 million facility will accommodate more than thirteen hundred student musicians and will feature a variety of practice space and amenities, including soundproof rooms, lockers for instrument storage, an artificial turf drill field, and four state-of-the-art rehearsal halls.

To date, the Texas A&M Foundation has raised approximately \$18 million of the \$20 million it is privately raising for the center's construction, with the university having pledged the other \$20 million. Groundbreaking on the facility is expected sometime in 2017.

"This gift by the Ed Rachal Foundation is not only momentous for the future of musical education at Texas A&M University, it is a major milestone in the university's comprehensive campaign," said Texas A&M University president Michael Young. "As part of this effort, we have made a commitment to enhancing

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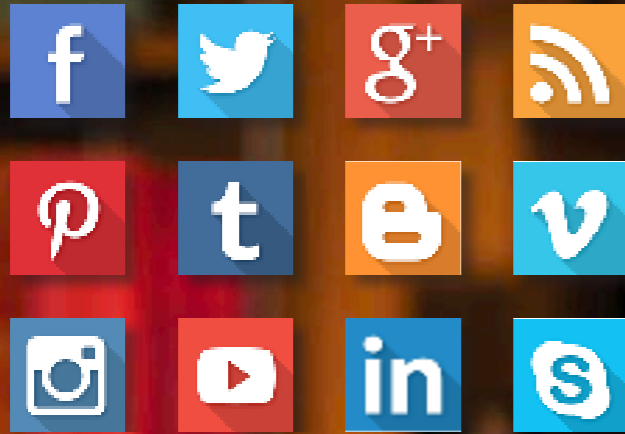
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Sue Desmond-Hellmann to Step Down as Gates Foundation CEO
DECEMBER 6, 2019



A HEARTFELT THANK YOU TO OUR GREATEST SUPPORTERS

A MESSAGE FROM PRESIDENT MICHAEL K. YOUNG



I WANT TO OFFER A HEARTFELT THANK YOU TO THE ASSOCIATION OF FORMER STUDENTS ON BEHALF OF THE UNIVERSITY. WE APPRECIATE THE MORE THAN 423,000 LIVING FORMER STUDENTS WHOSE LOVE FOR TEXAS A&M MANIFESTS ITSELF IN SO MANY WAYS IN SERVICE TO OUR UNIVERSITY, OUR STATE, NATION AND WORLD.

LEGISLATIVE ADVOCACY
Our nation has entered into a new era in higher education. Colleges and universities across the country have been questioned and challenged to define the higher education value proposition for the 21st century. Our state budget has many competing priorities. Your advocacy has been especially helpful this legislative season during which we have faced cuts across the university.

The Texas A&M Advocacy Network has worked tirelessly to advocate for our university regarding the budget and current funding formulas tied to cover statewide enrollment growth. Orange & Marston Legislative Day 2017 in February once again brought together a statewide, grassroots network of former students and friends of Texas A&M who worked to increase public and legislative support for our state's higher education system. Well beyond this event, many of you continue to play an integral part in advocating for key issues affecting Texas A&M and higher education in the state of Texas.

I see first-hand the difference that your advocacy makes for the tens of thousands of men and women

who directly benefit from what you do. From transformational learning experiences inside and outside of the classroom, to opportunities for discovery and innovation and real impact on society.

YOUR FINANCIAL SUPPORT
CHANGES LIVES
College students today are more likely to work, have family commitments and come from a range of socioeconomic backgrounds than ever before. Your financial commitments help to reduce the burden that many of our students face and provide greater opportunities for these individuals.

We have the privilege of educating more than 64,000 students, making our campus home to one of the largest student bodies in the country. Texas A&M remains at the forefront of addressing complex challenges and unique trends through a combination of financial, academic and other support services. In a recent New York Times ranking, Texas A&M placed 25th among the top 170 colleges doing the most for the "American Dream," a designation defined by students' socioeconomic mobility after graduating.

\$892M IN ANNUAL RESEARCH EXPENDITURES IN 2016

+423,000 LIVING FORMER STUDENTS

10,000+ GRADUATING STUDENTS MAY 2017

Private donations are critical to scholarships, recruitment and investment in resources for students. These donations help us fulfill our long-standing Texas A&M mission to prepare students to assume roles in leadership, responsibility and service to society.

DRIVING INNOVATION THROUGH RESEARCH & PARTNERSHIPS
Among the top-tier research universities in the state and nation, and a member of the prestigious Association of American Universities, Texas A&M is itself a laboratory of research and discovery, extraordinary in both quantity and impact. In 2016, Texas A&M spent \$892 million in annual research expenditures, earning its seat among the top-ten public research universities in the latest National Science Foundation survey – a nod to our capacity to make groundbreaking discoveries that change the course of people's lives and make for a better future.

At the same time, the Aggie Network has been a vital proponent of fostering informed industry partnerships in direct response to statewide needs—including veterinary medicine

partnerships, given a state shortage in the space.

Many of you who have risen through the ranks in your chosen fields have returned to campus to volunteer, advising students and assisting faculty and administrators in a constant pursuit of excellence.

A PROMISING FUTURE
It is always a joy to participate in graduation ceremonies. In May of this year, more than 10,000 students received their degrees – the most ever in our history.

The foundation is firm for these new graduates. They leave with the tools, critical thinking skills and that most special Aggie spirit to accomplish their goals in service to themselves and the world.

And so I end where I began – with a heartfelt thank you for what you do to stay connected to the university – in advocacy, donations and service, representing Texas A&M with character and great affinity.

I hope to see many of you on campus this fall. For those of you who are trading this in for off locations, know that the Aggie spirit touches every corner of the earth and will find your presence back in College Station. G'g 'em!

In the news this summer, we saw the amazing story of former U.S. Special Forces and warden David Edwards (S) who selflessly ran into gunfire in Mosul to save a young Iraq girl. A child he had been a mentor to. David had previously credited Texas A&M and his time in the Corps of Cadets as providing both a comprehensive education and the skillset necessary to be both a good



MICHAEL K. YOUNG, PRESIDENT, TEXAS A&M UNIVERSITY

ONE OF THE BEST COLLEGES IN AMERICA FOR YOUR MONEY
Money Magazine

\$866 MILLION IN RESEARCH
2016

#1 IN THE NATION
FOR VALUE OF EDUCATION

AMONG THE TOP 20 RESEARCH UNIVERSITIES
FOR Higher Education Research & Development

RANKED #2 IN PUBLIC UNIVERSITIES AND #10 NATIONALLY FOR NATIONAL MERIT SCHOLARSHIPS

A TRADITION OF FEARLESSNESS

TEXAS A&M UNIVERSITY

TEXAS A&M IS LEAVING AN INDELIBLE MARK ON THE WORLD, BEGINNING HERE IN THE GREAT STATE OF TEXAS. AND IT ALL STEMS FROM A PALPABLE SENSE OF FEARLESSNESS.

At a time when college costs are soaring, we have become a national model of excellence, access, and affordability, making headlines as one of the best-value schools in America. Fearless.

In a climate where, fueled by revenue gains, many public universities are shifting their attention to out-of-state students, Texas A&M continues to invest in and cultivate in-state talent. Fearless.

And to preserve and build upon our status as a world-class public research institution, this past November Texas A&M launched "Lead by Example," one of the boldest compliance initiatives campaigns in the history of public higher education at \$4 billion, and one that perfectly summarizes what it means to be an Aggie. Fearless.

As I round out my first year as president, I want to take the opportunity to reflect upon the university's many achievements these past 12 months, and look ahead to those "leafless fronts" the Aggie community will pursue in the months and years to come.

RECRUITMENT AND RISE
Aggies believe that changing the world starts at home. As the largest university in Texas and one of the largest in the nation, Texas A&M stands committed to its land-grant mission of improving lives – regardless of income or background – by offering an exceptional education to a broad spectrum of our state's young minds.

As demonstrated by our freshman class, we have made a clear investment in Texas talent while also recognizing the importance of empowering and providing affordable access to all. Roughly 25 percent of the university's entering freshmen are first-generation students, and Texas A&M stands as number one in the nation for low-income student success.

We offer one of the very best financial returns on investment of any college in the country. The U.S. Department of Education shows that Aggies leave school with among the lowest college-cost debt load in the state and the nation. In fact, the percentage of our students graduating with debt, as well as the amount of debt, has decreased year over year since 2012. And we are continually recognized by national publications for providing an unrivaled education at an exceptionally affordable cost. In 2015, Money Magazine ranked Texas A&M number one in best value.

Still, there is work to be done – appropriating additional ways to fulfill Texas A&M's land-grant heritage, and continuing to improve upon the nation's value of a Texas A&M degree. In the coming years, we will enhance student access and add 1,000 scholarships for need-based applicants while working to continually attract students with strong academic ability. And the university will endorse the Academic Success Program and the University Honors Program to help Aggies distinguish themselves in the job market and launch high-paying, highly rewarding careers.

WORLD-CLASS INTELLECTUAL LEADERSHIP
I am humbled to keep company with Nobel laureates, Pulitzer Prize winners, and many more distinguished, superbly talented faculty. Unlike any I have ever experienced, A&M faculty possess an unwavering commitment to shape intellectually transformative experiences. Here learning becomes intertwined with values-based leadership development. And classroom instruction invites students – both undergraduate and graduate – to bring experiences and skills to bear in a meaningful way through real-world application.

Texas A&M consistently ranks among the nation's top 20 research universities. The university recently posted \$866 million in annual research expenditures for 2015, representing an uptick and a relatively flat national market. This affirms our faculty's fearlessness in pioneering change and tackling great global challenges, all while positioning Texas A&M as a national leader in academic and research excellence.

Looking ahead, we will emphatically devote attention to attracting new and muse world-renowned faculty – educators, researchers, and industry experts – for they produce not only scholars, but also citizens of change. Among the goals we have slated for the years ahead: adding 200 endowed chairs and 500 endowed professorships and fellowships, endorsing the University Research Development Initiative, and enhancing the Texas A&M University Institute for Advanced Study – all of which lend themselves to carving out new opportunities for transformational learning and bold thinking. And along the way, we will uncover opportunities to promote and position faculty as national thought leaders in their respective fields.

LEADING SUCCESS
At Texas A&M, our commitment to education extends beyond the myriad opportunities we offer to undergraduate students during their tenure on campus. We hold ourselves accountable for inspiring students to broaden their academic pursuits to postgraduate education opportunities and advanced degrees offered here at Texas A&M, helping them chart a path to successful, purpose-driven careers with great earning potential, and through experiential learning, presenting them with a competitive advantage among their peers once they enter the workforce.

Looking ahead, we plan to endorse focused learning communities that keep students progressing to degrees, infuse entrepreneurship and a start-up mentality throughout our undergraduate and graduate majors, add 1,000 endowed post-baccalaureate fellowships, and establish a metric for measuring not only salary, but also opportunity, to make a measurable difference in students' chosen professions.

Through these efforts, the university will bolster our storied track record of job placement, and in doing so, create additional opportunities for Aggies to effect positive change in the world.

LEADER BEING SOCIAL WITH FINING THE LOWEST DEBT IN THE NATION
U.S. Department of Education

TEXAS A&M UNIVERSITY

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HELPING HUMANITY THROUGH DISCOVERY AND INNOVATION

BY MICHAEL K. YOUNG
President, Texas A&M University



At Texas A&M University, we share a wonderful, 141-year tradition of leadership and service. As Aggies, we are the first to raise our hands in the face of any challenge and the first to seek out service to others. We are eager to solve problems. Our daily successful acts of discovery and innovation improve the state of Texas, the nation and the world. Moreover, as the world around us continues to evolve, so do grand global challenges and our will to solve them.



President Michael K. Young shares his thoughts on how Texas A&M University is a leader in discovery and innovation.

SHOWCASING TEXAS A&M DISCOVERY AND INNOVATION


Last spring, Texas A&M participated for the first time in the South by Southwest (SXSW) conference event in Austin. SXSW Interactive Week primarily brings together corporations from around the globe to showcase the latest developments in technology and innovation. Texas A&M was one of only a handful of universities to participate in SXSW and, in doing so, we positioned ourselves as a thought leader across many disciplines. Most of all, the event gave many of our students the opportunity to connect their ideas with potential employers and investors.



The Washington Post
Democracy Dies in Darkness

Local

A little bit of Aggieland has taken over Metro Center this month



An advertisement for Texas A&M University that is up in Metro Center for this month of October. The university brought all ad space in the Metro station as part of a branding campaign. (John Kelly/The Washington Post)

By John Kelly Columnist October 25, 2018


Mary Billingsley noticed something odd as she walked into Metro Center subway station earlier this month. There was an ad for Texas A&M University. And another ad. And another.

In fact, every single ad in the Metro station — from the turnstiles to the walls — was for the Texas university, 1,400 miles from Washington.

THE CHRONICLE OF HIGHER EDUCATION NEWS OPINION DATA ADVICE JOBS

How Presidents Try to Stay Ahead of the Social-Media Outrage Machine

By Lee Gardner | October 25, 2018



Protesters blocked Berkeley's iconic Sather Gate last year as part of a rally against police killings of unarmed people. Protests there aren't routine," says Nicholas Sinks, the departing chancellor. "There's almost always something that seems to be either on a ball or soon to be on a ball."

Students parade in blackface one day. A faculty member tweets inflammatory rhetoric the next. An activist group mounts a protest over campus climate, or sexual assault. The incidents come so fast, it's difficult to keep up.

This new normal has transformed the college presidency, intensifying its demands. Fueled by the pace of social media and its broad reach, controversies and protests build quickly, and campus leaders are scrambling to adapt their policies, practices, and teams to get ahead of it all.

Presidents like John C. Hitt of the University of Central Florida — who began his career as a faculty member in 1966 — remember the era of phone calls and typewritten memos, when responding to urgent issues was a slow, deliberate process. Now, the pace is much faster, and the media's attention is focused on

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DEMONSTRATING VALUE MEANS STRATEGICALLY PLAYING ON STRENGTHS

By SARAH TANKSALVALA

INSTITUTION & GOVERNMENT RESEARCH

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Formulating your annual strategic plan



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Research can occur decades before a tangible application of a discovery is found. The smartphone, for instance, comprises technologies invented 50 to 60 years ago in universities. Because of that time lapse, it can be difficult for institutions to demonstrate their value and understand their research performance. This difficulty exists both when benchmarking impact with other universities and when reaching out to the general public, so it's important to address it.

Texas A&M is one of America's largest research institutions, and Montclair State University is one of its newest, having just achieved a Carnegie 1 ranking this year. Leaders at both institutions echo similar sentiments on this issue, though they approach it differently.

"When we think about research, we think very much about how we ensure that we're expanding research in areas where we have expertise in what matters, and how we ensure that research is woven deeply into the fabric of our university," says Michael Young, president of Texas A&M.

Research Performance and Strategic Growth

Understanding research performance is important to implementing an

