Thank you to our key stakeholders and the more than 300 Mays faculty and staff participating in town hall meetings and college-wide work teams to have a voice in our strategic plan. The process of collectively “Respecting the Past: Writing the Future” has been truly remarkable.
**MAYS VISION**  ●  Advance the world’s prosperity

Providing a better future for generations who follow, including economic systems, quality of life and environment.

**MAYS MISSION**  ●  Be a vibrant learning organization that creates impactful knowledge and develops transformational leaders

We believe that our culture of diversity, inclusion and engagement fosters a **vibrant learning organization**.

- Mays is a community of respect where diversity encompasses not only the demographics of our students, faculty and staff, but also includes intellectual perspective and thought.
- We value inclusion and consider individuals at all levels of the organization when we make decisions and take actions.
- Mays has a strong tradition of internal and external engagement. The Aggie Spirit is visible in the collaborative, can-do spirit of our faculty, staff and students. Mays exemplifies leadership and selfless service in the broader community by forging partnerships across campus and around the world.
Our vibrant learning organization encourages collaboration and innovation, uncovers synergies, fuels the school’s capabilities and strengthens our reputation. Collectively, our faculty, staff and students are empowered to advance the world’s prosperity.

- We believe that Mays faculty members can advance the world’s prosperity when they engage in research that creates impactful knowledge that addresses global business challenges.

- We believe that Mays can develop transformational leaders among our students, faculty and staff. Such leaders discover, develop and execute strategies that advance the world’s prosperity. The insights gleaned from Mays’ faculty research, along with our ability to bring those insights to the classroom, will inform and strengthen our leadership development process.

MAYS GRAND CHALLENGES • Entrepreneurship, Energy, and Health Care

Mays is a comprehensive business school that addresses the full range of topics and issues that exist across all functional areas of business. In pursuit of our vision to Advance the World’s Prosperity, it is critical for Mays to explore and pursue opportunities for distinctiveness.

Based on careful assessment of (1) existing activities and expertise among our faculty and staff, (2) opportunities offered by our geographical location, and (3) areas where Mays partners are motivated to join in and support our efforts, we identified three Mays Grand Challenges for the college, which closely align with Texas A&M Grand Challenges, as follows:

As evidence of external relevance, we note that Mays Grand Challenges also align with, and contribute to, three (of 17) global challenges identified by the United Nations: Health Care (challenge #3), Energy (challenge #7), and Job Creation (challenge #8).
To fulfill our VISION and MISSION and to address the MAYS GRAND CHALLENGES, Mays will pursue five strategic initiatives to achieve specific goals and objectives. The following graphic summarizes our strategic plan.

### MISSION:
**BE A VIBRANT LEARNING ORGANIZATION**
A culture of caring, collaboration, excellence and innovation, and a community that connects students and faculty to former students (Aggie Network), industry partners and employers.

### MISSION:
**CREATE IMPACTFUL KNOWLEDGE**
Scholarly inquiries that contribute new knowledge to the scholar’s discipline, with conceptual and/or empirical investigations that meet the discipline’s highest standards of rigor.

### MISSION:
**DEVELOP TRANSFORMATIONAL LEADERS**
Responsible, ethical leaders with vision and strong business competencies who think critically, exemplify selfless service, value diversity and inclusion and empower followers to perform at a high level.

### VISION:
**ADVANCE THE WORLD’S PROSPERITY**
Provide a better future for generations who follow, including economic systems, quality of life and environment.

### STRATEGIC INITIATIVE #1:
**DIVERSITY, INCLUSION AND ENGAGEMENT**
**GOALS**
- Focus on diversity and inclusion.
- Invigorate internal engagement and collaboration.
- Expand external engagement with former students, employers, corporate and community partners.

### STRATEGIC INITIATIVE #2:
**HIGH-IMPACT RESEARCH**
**GOALS**
- Encourage and support high-impact research in all disciplines.
- Reinforce and develop research capabilities in Mays Grand Challenge areas: Energy, Entrepreneurship, and Health Care.
- Heighten awareness of Mays’ scholarly success.

### STRATEGIC INITIATIVE #3:
**IMPACTFUL TEACHING & LEARNING**
**GOALS**
- Provide access to high-impact learning experiences for all students.
- Expand emerging pedagogy and delivery methods including online and hybrid.
- Reinforce and develop curricula in Mays Grand Challenge areas: Energy, Entrepreneurship, and Health Care.

### STRATEGIC INITIATIVE #4:
**MAYS TRANSFORMATIONAL LEADERSHIP DEVELOPMENT FRAMEWORK**
**GOALS**
- Create Mays Transformational Leadership Development Framework.
- Include Mays Transformational Leadership Framework in degree and non-degree programs.
- Brand Mays Transformational Leader and the Development Framework.

### STRATEGIC INITIATIVE #5:
**INFRASTRUCTURE**
**GOALS**
- Expand Mays’ physical space.
- Innovate instructional technology.
- Support information systems, including Constituent Relationship Management (CRM) system.
- Develop and operate Mays Transformation Center.
Mays is a vibrant learning organization where diversity, inclusion, and engagement are prized and inform decisions and actions at all levels of the organization. Diversity encompasses not only demographics of our students, faculty and staff, but also includes intellectual perspective and thought. Engagement relates to internal and external relationships that help faculty, staff and students succeed while upholding the Aggie values.

Mays will continue to focus on diversity, inclusion, and engagement as critical components of a strong culture. New actions will forge even stronger connections among faculty, staff, students and our external constituents. While these actions will lead to collaboration and innovation, a related benefit is that the actions will enhance our recruiting and employment results along with our development efforts.

**GOAL 1** Focus on diversity and inclusion

**Objectives**

- Create an Office of Diversity and Inclusion to coordinate college-wide efforts.
- Develop internal and external diversity and inclusion programming that involves all Mays constituents.
- Expand scholarships to attract and retain a diverse student body.
- Augment resources to support recruitment of diverse faculty and staff.
GOAL 2  Invigorate internal engagement and collaboration

Objectives

• Develop processes to encourage departments, programs and centers to collaborate and share knowledge and resources in order to deliver the highest quality learning opportunities for our students.
• Support and reward faculty and staff who work to implement new strategic initiatives.
• Devote new resources to technical tools and training to encourage internal collaboration.

GOAL 3  Expand external engagement with former students, employers, corporate and community partners

Objectives

• Strengthen relationships with former students, employers and business partners.
• Develop outreach activities in the local area.
• Expand engagement with advisory board members at the program, departmental and college level.

Mays Business School has more than 62,000 former students around the world.
As a tier-one research institution, Mays creates and disseminates world-class research. We are a comprehensive business school and the knowledge our scholars create reflects a broad array of academic disciplines and methodological approaches. We will continue our long-standing support of broad-based research endeavors while seeking to build the school’s research presence in Mays Grand Challenge areas: Entrepreneurship, Energy, and Health Care. We aim to create high-impact knowledge that advances the world’s prosperity.

**GOAL 1** Encourage and support high-impact research in all disciplines

**Objectives**

- Hire world-class scholars.
- Expand resources to support faculty and enable high-impact business research.
- Measure Mays’ research impact comprehensively.

**GOAL 2** Reinforce and develop research capabilities in Mays Grand Challenge areas; Energy, Entrepreneurship, and Health Care

**Objectives**

- Hire world-class scholars whose research supports Mays Grand Challenges.
- Create additional resources for Mays scholars who choose to address a Mays Grand Challenge in their research programs, including databases, travel grants and doctoral student support.
Best-in-class business education goes beyond the standard business functional areas — marketing, finance, accounting, operations, information technology, and management — to deliver an integrated, high-impact, career-launching set of experiences. Mays has talented and dedicated faculty members and students who are devoted to excellence in the classroom. We will continue to encourage high-impact teaching and learning that embraces emerging pedagogy.

Emerging pedagogy and delivery methods succeed when the organization supports both state-of-the-art technology and faculty innovation. Contemporary classrooms incorporate new approaches, such as hands-on problem solving, design thinking and peer teaching and learning. While individual Mays faculty members offer classes that use these approaches, the current course inventory can meet only a fraction of our student demand. We must expand our learning spaces to better support these innovations and to make them available to more students. Strategic actions and investments will help the undergraduate and graduate programs expand their portfolios and broaden their reach.

MBA students quickly and effectively evaluate early stage start-up firms.
GOAL 1  Provide access to high-impact learning experiences for all students

Objectives

• Expand resources to support faculty to enable high-impact teaching and learning in all undergraduate and graduate programs.
• Encourage teaching excellence by elevating the perception of teaching as integral to our mission.
• Encourage pedagogical innovation and collaboration among faculty to strengthen our culture as a vibrant learning organization.

GOAL 2  Expand emerging pedagogy and delivery methods including online and hybrid teaching and learning

Objectives

• Equip faculty with tools and approaches to more effectively reach the contemporary learner.
• Provide technical-support resources for faculty members who adopt emerging pedagogy and delivery methods.
• Provide instructional-design assistance to develop online and blended courses for degree and non-degree programs.
• Support and encourage technology training for faculty and staff.

GOAL 3  Reinforce and develop curricula in Mays Grand Challenge areas: Energy, Entrepreneurship, and Health Care

Objectives

• Increase awareness and understanding of Mays Grand Challenge areas of endeavor among faculty and staff.
• Provide support for new curricula that address Mays Grand Challenges.
With a solid track record of developing leaders, Mays now has a unique opportunity to define and brand the Mays Transformational Leader.

Mays Transformational Leaders are distinguished by the transformational impact they have on people and organizations. In particular, Mays Transformational Leaders:

- Embody Texas A&M’s Core Values - Excellence, Integrity, Loyalty, Respect, and Selfless Service;
- Exhibit strong business competencies and leadership mindsets – Entrepreneurial, Analytical, Global, Social impact, and Ethical;
- Inspire and influence others toward a common vision; and
- Courageously challenge the status quo in order to innovate and produce results beyond expectation.

The Mays Transformational Leader also cares about followers and develops their capabilities and confidence. They share a commitment to sustainable value creation, responsible change and positive social impact.

To fulfill our mission to develop transformational leaders, Mays will create a Transformational Leadership Development Framework for our undergraduate and graduate students, our Center for Executive Development (CED) clients and our faculty and staff. Informed by scholarly theory and research on both leadership and learning, the framework will include components designed to elicit and develop the attributes of a Mays Transformational Leader. The framework will emphasize self-awareness, reflection and high-impact learning experiences that give students the opportunity to integrate, practice, experiment, fail and develop resilience.

**GOAL 1** Create Mays Transformational Leadership Development Framework

**Objectives**

- Combine academic and practitioner-oriented research to define the Mays Transformational Leader.
- Create the Mays Transformational Leadership Development Framework.
GOAL 2  Include Mays Transformational Leadership Development Framework in degree and non-degree programs

Objectives

• Increase awareness and understanding of Mays Transformational Leadership Development Framework among faculty and staff.
• Support and reward faculty and staff who develop and include the Mays Transformational Leadership Development Framework in courses and co-curricular activities.

GOAL 3  Brand Mays Transformational Leader and the Development Framework

Objectives

• Pursue avenues to brand the Mays Transformational Leader and the Mays Transformational Leadership Development Framework.
• Develop programs and media to showcase Mays Transformational Leadership Development Framework.
To reach our vision and accomplish our mission, we must expand our infrastructure. The college has deep needs for new and updated facilities, technology and the means to interact more effectively within the college and with our strategic partners around the world. This bold strategic initiative will require a significant financial investment and involve myriad constituents.

**GOAL 1: Expand Mays’ physical space**

Due to rapidly growing master’s programs and higher undergraduate headcount, Mays is increasingly space constrained. The Wehner Building is more than 20 years old and we are at maximum capacity, which limits our ability to innovate and expand program offerings. From classrooms to break-out rooms to program offices to large gathering venues to social areas, we simply need more space. But we also need different space and different classroom technology.

**Objectives**

- Develop incremental resources to expand Mays’ space (e.g., support a Wehner expansion).
- Create a facility/space task force to consider how best to address our space and technology needs.
- Design and build space to accommodate faculty, teaching and learning (curricular and co-curricular) activities.
GOAL 3 Support information systems including Constituent Relationship Management (CRM)

The demand for information for reporting and decision making has outpaced the growth of Mays’ information systems. Presently, the school interacts with external constituents (including employers, former students and donors) and responds to external requests for information (including rankings and accreditation reports) by accessing data sets maintained by individual units and programs. This lack of centralized data and reporting processes, combined with normal staff turnover, creates inefficiencies and heightens the risk of mismanaging key relationships or generating incomplete (or worse, inaccurate) reports. As the school prepares for the 2018 AACSB accreditation review, the need for a comprehensive information management system is acute.

Many types of data are gathered and archived but not effectively used for internal decision making, again, because Mays lacks centralized information systems and reporting processes. In particular, admissions and former student data that could inform strategic actions and resource allocation, are largely unavailable in easily accessible formats.

Mays must make a strategic investment in information systems and processes in order to effectively manage relationships with former students, donors and business partners; meet all external data requests; and support internal decision makers’ needs. Such a system would include data that pertain to faculty productivity, enrollment, academic advising, career services, former students, development, accreditation and marketing and communication.

Objectives

- Create an information and data analytics office to take strategic and tactical ownership of data that inform and guide institutional reporting and decision making.
- Develop a comprehensive, state-of-the-art information system including a Customer Relationship Management (CRM) system.
- Devote incremental resources for technical tools and training to insure efficient adoption and comprehensive use of information systems and CRM by all faculty and staff in the college.
GOAL 4  Develop and operate Mays Transformation Center

Supported by a strong technological infrastructure, the Transformation Center will dissolve the walls among students, teachers, researchers and staff located in College Station, as well as students, former students, employers, research colleagues and business partners located around the world. A strategic investment will provide equipment to enable 24/7 real-time collaborative capabilities, including telepresence conferencing, interactive video, instant messaging and online meetings. Such an investment will transform both teaching and research collaboration with institutions worldwide and student collaboration with the Aggie Network of more than 450,000 former students across the globe. The Transformation Center would help position Mays Business School as the higher education “innovation” leader in connecting student and faculty talent and aspiration with academic and business opportunities.

Objectives

- Refine vision, mission, goals and outcomes for Mays Transformation Center.
- Develop incremental resources to support Mays Transformation Center.
- Create leadership and staff positions for the Mays Transformation Center.
- Combine academic and practical research to innovate programs for Mays Transformation Center.
Appendix I
Mays Transformational Leader

The purpose of this appendix is to define several mindsets that have been identified as critical to the Mays Transformational Leader. As faculty and staff work to define the Mays Transformational Leader and the related Leadership Development Framework, these definitions may be refined and additional mindsets could be added.

- **Entrepreneurial mindset**

  Whether our graduates launch their own business or join a Fortune 100 firm, they will succeed if they are willing to face frustration, embrace ambiguity, seek innovation, take initiative, think creatively, work hard, expend time and effort for uncertain reward and take calculated risks. In short, all of our students will profit from having cultivated an entrepreneurial mindset. A recent Deloitte survey found that employers place significant value on students who are “entrepreneurial” in their thinking. Importantly, the university is currently exploring new entrepreneurial endeavors across campus and in the broader community. By the efforts of the Center for New Ventures and Entrepreneurship, Mays has built a solid reputation for entrepreneurship activities, but Mays must do more to leverage our brand, invest in scholarly activities, expand our curriculum and take steps to become a top-rated school for enterprising and entrepreneurial faculty and students.

- **Analytical mindset**

  Although intuition is vital, analyzing business problems in a rigorous and systematic manner is an important key to sustained success. To be rigorous systems thinkers, our students need (1) strong business competencies, (2) the ability to analyze data and interpret the output, and (3) the ability to combine insights from analyses and business competencies with strong critical thinking to craft solutions to resolve complex problems. Demand will remain high for graduates who can think strategically about the use of data (big and small), as well as for those who can analyze and interpret data to make informed business decisions and take advantage of opportunities. To compete, Mays must focus on providing students and faculty with access to data, software and hardware tools for conducting analyses; and training to know how to analyze data and interpret output. Internally, Mays can profit from implementing the data-analytics practices it teaches, with initiatives that will enable data-driven decision making.
Social impact mindset

Graduates will be best prepared to advance the world’s prosperity if they have insight, knowledge and practical skills to tackle complex social challenges while also returning significant financial value to their organizations. Indeed, the AACSB standards for accreditation require that we address social impact, encouraging curricula that consider social contexts of organizations in a global society, social responsibility and sustainability. But while ignoring the social impact of business decisions is strategically flawed, the business press is replete with examples of business and government leaders who take just such a myopic approach. New initiatives in Mays leadership curriculum will affirm the joint importance of understanding and determining how to assess social impact and creating measurable financial value for all stakeholders, including shareholders. Initiatives will help students and faculty explore the role capitalism can play in addressing the world’s social challenges.

Global mindset

Today’s graduates have to compete in a truly global marketplace in which business practices and societal challenges differ greatly across borders. Mays is currently a leader in exposing students to the global business environment through the Center for International Business Studies along with strong faculty- and staff-led study abroad trips. New initiatives have the goals of opening students’ eyes to global challenges and sparking their imaginations to find ways to advance the world’s prosperity.

Ethical mindset

Texas A&M and Mays Business School have built strong reputations with employers, students and their families for ethics and ethical decision making. The Mays Transformational Leadership Development Framework will place additional emphasis on ethical leadership – we will strive to develop leaders with a strong moral compass who have learned and practiced ethical decision making frameworks.
Appendix II
Terms of Reference

The purpose of this appendix is to define key terms that are used in the Mays Strategic Plan. The terms are presented in alphabetical order.

Advance the world’s prosperity: Provide a better future for generations who follow, including economic systems, quality of life and environment.

Develop: (Human Development) To cultivate certain knowledge, characteristics or skills in an individual.

Framework: A basic structure underlying a system or concept.

Goals: Derived from the Mission Statement, our goals give purpose toward which to direct our endeavors. May not be tangible or measurable.

Grand Challenge: Major human needs that require innovative solutions in order to advance the world’s prosperity.

High-impact: Causing significant positive change in the beliefs, abilities and/or behaviors of others.

Initiative: Coordinated effort towards a common goal.

Mindset: “The ideas and attitudes with which a person approaches a situation.” (British Dictionary)

Objectives: Efforts and actions taken to attain our goals. Is both tangible and measurable.

Prosperity: The state of flourishing or thriving; encompasses financial well-being but includes other factors which can be independent of money, such as happiness, education, health, security, purpose and peace.

Social impact: Solving complex social problems while creating value for stakeholders (social responsibility, shared-value creation and sustainability).

Research: Although research can take various forms, from discovery to context-specific application, in reference to Mays strategic initiatives, research refers to scholarly inquiries that contribute new knowledge to the scholar’s discipline, with conceptual and/or empirical investigations that meet the highest standards of rigor of that discipline.

Transformational Leaders: Leaders who are distinguished by the transformational impact they have on people and organizations. In particular, Mays Transformational Leaders embody Texas A&M’s Core Values, exhibit strong business competencies and leadership mindsets (Entrepreneurial, Analytical, Global, Social Impact, and Ethical), inspire and influence others toward a common vision and courageously challenge the status quo in order to innovate and produce results beyond expectation.

Vibrant learning organization: A culture of caring, collaboration, excellence and innovation, and a community that connects students and faculty to former students (Aggie Network), corporate and community partners and employers.
Mays Business School’s vision is to advance the world’s prosperity.

To advance the world’s prosperity means providing a better future for generations who follow, including quality of life, environment and economic systems. To fulfill this vision, our mission is to be a vibrant learning organization that creates impactful knowledge and develops transformational leaders.