It’s aMAYSing that we’re at the midpoint of our Strategic Plan (2017-2021). Through the collective efforts of over 300 highly engaged members of the Mays faculty and staff, we developed a plan that was both aspirational and attainable. Over the years, we have partnered with our stakeholders and the Texas A&M community to activate our mission to be a vibrant learning organization that creates impactful knowledge and develops transformational leaders. This Mid-Term Update addresses the progress we have made and the refinements to our plan that will shape our initiatives through 2021. Thanks to everyone who has contributed to our success to date, we are truly advancing the world’s prosperity.
MAYS VISION  •  Advance the world’s prosperity

Our Vision:
To advance the world’s prosperity

Advance the World’s Prosperity:
Providing a better future for generations who follow, including quality of life, environment and economic systems

MAYS MISSION  •  To be a vibrant learning organization that creates impactful knowledge and develops transformational leaders

Our Mission:
To be a vibrant learning organization that creates impactful knowledge and develops transformational leaders

Be a Vibrant Learning Organization:
Culture of caring, collaboration, excellence and innovation (Aggie Spirit); a community that connects students and faculty to former students (Aggie Network), industry partners and employers

Create Impactful Knowledge:
Engaged and productive scholars who develop ideas and knowledge that lead to solutions for today’s problems and problems yet to be defined

Develop Transformational Leaders:
Responsible, ethical leaders with vision and strong business competencies who exemplify selfless service and value diversity and inclusion

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 action.
• 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 the 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 Healthcare

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, which closely align with Texas A&M Grand Challenges, as follows:

ENTREPRENEURSHIP
Improving economic development (Economic Development)

ENERGY
Providing sustainable & efficient energy (Energy)

HEALTHCARE
Enhancing human, animal & plant health (Human, Animal & Plant Health)

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: Healthcare (challenge #3), Energy (challenge #7), and Job Creation (challenge #8).
To fulfill our VISION and MISSION and to address the MAYS GRAND CHALLENGES, we will pursue five strategic initiatives to achieve specific goals and objectives. The following graphic summarizes our strategic plan.

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

**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
Leaders with the mindsets, competencies, and business acumen to courageously challenge the status quo, foster development of self and others, and inspire and influence others.

**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, and 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 successes.

**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 Healthcare.

**STRATEGIC INITIATIVE #4:**
MAYS TRANSFORMATIONAL LEADERSHIP

**GOALS**
- Create Mays Transformational Strategic Learning Framework.
- Include Mays Transformational Leadership principles in degree and non-degree programs.
- Brand Mays Transformational Leadership and the Strategic Learning Framework.

**STRATEGIC INITIATIVE #5:**
INFRASTRUCTURE

**GOALS**
- Expand Mays’ physical space.
- Innovate instructional technology.
- Support information systems, including a 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. Diversity encompasses not only the 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 healthy culture. New actions will forge even stronger connections among faculty, staff, students, and 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 the recruitment of diverse faculty and staff.

**Strategic Initiative #1:**

Diversity, Inclusion, and Engagement

The Mays Women’s Leadership Initiative connects and equips women leaders.
GOAL 2  Invigorate internal engagement and collaboration

Objectives

• Develop processes to encourage departments, programs, centers, and initiatives 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, and 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.
As part of 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 Healthcare. We aim to create high-impact knowledge that advances the world’s prosperity.

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

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

**Objective 2:**
Reinforce and develop research capabilities in Mays Grand Challenge areas; Energy, Entrepreneurship, and Healthcare

- 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.
Impactful Teaching and Learning

Best-in-class business education goes beyond the standard business functional areas — accounting, finance, information technology, management, marketing, and operations — 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 active learning, 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.

Strategic Initiative #3: Impactful Teaching and Learning

Objectives

- Build and maintain a comprehensive database of faculty scholarship.
- Develop formal programs to disseminate Mays’ research to internal constituents (including faculty, staff and students) and external constituents (including corporate partners, former students, donors, and other business schools).
- Expand Mays’ digital presence to enhance the school’s scholarly reputation.
GOAL 1  Provide 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 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 Healthcare

Objectives

• Increase awareness and understanding of Mays Grand Challenge areas among faculty and staff.
• Provide support for new curricula that address Mays Grand Challenges.
Mays Transformational Leaders are distinguished by the positive impact they have on people and organizations. They inspire and influence others towards a common vision; courageously challenge the status quo to create responsible change, sustainable value, and positive social impact; and foster development of self and others through reflective learning.

In particular, Mays Transformational Leaders exhibit:

- Texas A&M’s Core Values (the way they live) – excellence, integrity, leadership, loyalty, respect, and selfless service;
- Leadership Mindsets (the way they think) – analytical, entrepreneurial, ethical, global, inclusive, social impact, and systems thinking;
- Core Competencies (the skills they need) – communicate, collaborate, lead, think critically, create opportunities, manage people and projects, and act ethically;
- Business Acumen (the business knowledge they gain) – a holistic view of an enterprise, functional area expertise, and technical skills.

GOAL 1 Create Mays Strategic Learning Framework

Objectives

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

Objectives

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

GOAL 3  Brand Mays Transformational Leader and the Strategic Learning Framework

Objectives

• Pursue avenues to brand the Mays Transformational Leader and the Strategic Learning Framework.
• Develop programs and media to showcase Mays Transformational Leadership.
STRATEGIC PLAN 2017-2021  
MID-TERM UPDATE

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 significant financial investment and involve myriad constituents.

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

The Wehner Building is more than 20 years old and we are at maximum capacity. This limits our ability to innovate and expand program offerings. Learning is changing and constantly updating. We need active learning classrooms which are configured in ways that students are able to work in small teams to solve real-world business problems, which will advance the world’s prosperity.

**Objectives**

- Develop incremental resources to expand Mays’ space.
- 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.

*Mays Business School is located in the Wehner Building on West Campus at Texas A&M University.*
Vision for the Mays Business School
Business Education Complex

The vision for the new Business Education Complex is to be an environment that promotes connectivity, creativity, and collaboration, which would better reflect conducting business today. Learning has changed. Today, we need active learning classrooms which are configured in ways that students are able to work in small teams to solve real-world business problems, which will advance the world’s prosperity.

The first floor will be open and include a coffee shop where current and former students, faculty, and staff can connect. It also will be a place where various outreach centers can create and be showcased. Outreach centers include such centers as the Mays Innovation Research Center, McFerrin Entrepreneurship Center, Center for Retailing Studies and the Reynolds and Reynolds Sales Leadership Institute. The second and third floors will have active learning classrooms where students can collaborate. The fourth floor will be more futuristic and include the Mays Transformation Center, which will help connect former students to current students, and it will help promote and connect our faculty’s cutting-edge research to business.

Business education has always been competitive. However, in more recent years, global competition has become more acute, as business schools abroad now compete for the top students and company support. We must hire and retain the right faculty and support staff to build relevant curricula and couple in-class learning with complementary experiential learning opportunities. Similar to football stadiums, it has become an arms race to have state-of-the-art facilities for business education. Prospective students, corporations, and prospective and current faculty are drawn to modern facilities. Furthermore, facilities are also part of the rankings.
GOAL 2  Innovate instructional technology

In addition to addressing our space needs, we must assess our in- and out-of-classroom technology needs. The Association to Advance Collegiate Schools of Business (AACSB) reports that, “Some schools are already exploring how to use today’s technology and social media to learn about their students’ preferences, learning styles, and level of achievement. Colleges are experimenting with mobile outreach in order to engage with students.”

Objectives

- Encourage broad participation by faculty and staff to identify needs and to design and implement instructional technology.
- Devote incremental resources for web-enabled technology development and support.

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.

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 communications.

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 constituent 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.
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 430,000 former students across the globe. The Transformation Center would help position Mays Business School as the higher education “innovation” leader in connecting students and faculty with academic and business opportunities.

Objectives

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

The purpose of this appendix is to define the mindsets that have been identified as critical to the Mays Transformational Leader. We seek to cultivate and practice these mindsets ourselves as we ask our students to engage in developing them.

- **Analytical mindset**

  What decision is to be made? What are the criteria for the information I am gathering?

  Although intuition is vital, analyzing business problems in a rigorous and systematic manner is an important key to sustained success. To be influential leaders, our students need to be able to analyze data and combine insights with strong critical thinking to resolve complex problems. Mays Transformational Leaders think strategically about the use of data (big and small) and can analyze and interpret data to make informed business decisions.

- **Entrepreneurial mindset**

  What if...? How can I make this better?

  Leaders display an entrepreneurial mindset by embracing ambiguity, taking initiative, and expending time and effort for uncertain reward. 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. Through the efforts of the McFerrin Center for Entrepreneurship, Mays has built a solid reputation for entrepreneurship and intends to expand curriculum and leverage our brand as an established entrepreneurial hub for faculty and students.

- **Ethical mindset**

  What are my duties? What are the consequences of my actions? Who do I want to be? How do I want to be remembered?

  Texas A&M and Mays Business School have built strong reputations with employers, students and their families for ethics and ethical decision making. An ethical mindset prepares students to consider one’s duties and the consequences of one’s actions. We will continue to develop leaders with a strong moral compass who have learned and practiced ethical decision making frameworks. In recent years, AACSB and Fortune 500 companies have lamented the lack of ethics curriculum in most business schools, and we will work to ensure that our students are considering what their values, morals, and ethics are as they make decisions as students and future business leaders.
• **Global mindset**

Am I willing to try or learn something new? Am I willing to recognize the humanness in all of us? Will I look for ways to expand my sense of self beyond my family, my city, my country...even to the whole world?

Today’s leaders operate in a 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 through 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 advance the world’s prosperity.

• **Inclusive mindset**

Whose voice is not being heard?

An inclusive mindset allows leaders to value the unique contributions of diverse others. Inclusive leaders are aware of personal and organizational blind spots and have the courage, curiosity, and humility to interrupt the behavior that accompanies them. Research shows that inclusion promotes smarter ideation and problem solving. Within a culture of collaboration and commitment to uncovering personal bias, diverse groups can become greater than the sum of their parts.

• **Social Impact mindset**

Am I willing to notice when change is needed? What can we understand about the root cause of this problem? What is my next step?

Leaders advance the world’s prosperity with the insight, knowledge, and skills to tackle complex societal challenges. By learning social responsibility and sustainability, graduates are well-prepared to make effective business decisions with the long-term perspective in mind. The business press is replete with examples of business and government leaders who take a myopic and strategically flawed approach by ignoring the social impact of business decisions. Mays Business School’s curriculum will affirm the value of leading with a focus on the triple bottom line – people, planet, and profit. Initiatives will help students and faculty explore the role capitalism can play in addressing the world’s social challenges.

• **Systems Thinking mindset**

What’s really going on?

Leaders understand the interdependence of the component parts of the system. Rather than only putting out fires, leaders consider the whole system and how the parts are interconnected. Those who use a systems approach are less likely to solve problems in isolation, but rather recognize that all problems interact with other problems. A systems thinker navigates between zooming in and zooming out from a problem, and pauses to ask questions before assuming he or she understands the right course of action.
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.

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: A way of thinking and asking questions.

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 that can be independent of money, such as happiness, education, health, security, purpose, and peace.

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.

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.